

# **U.S. Department of Agriculture Natural Resources Conservation Service**

## Customer Satisfaction Survey - Participants

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Final Report  
October 2008



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## **EXECUTIVE SUMMARY**

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## Overall Findings and Recommendations

Customers of NRCS as measured with five customer groups indicated a high level of satisfaction overall (80) and among individual groups. Part Time Farmers were the most satisfied with a satisfaction index of 83, while Specialty Crop Farmers scored satisfaction the lowest of these groups, but still had a score of 78. These scores are well above the current Federal Government average of 68.

Older respondents tended to rate satisfaction slightly higher than younger respondents did with those 65 and over having a customer satisfaction index of 83 compared to 76 for those under 45. Part time farmers were slightly more satisfied than full time (satisfaction index of 82 compared to 78).

In rating the areas of performance and customer touch points, customers indicated a high level of performance across most areas. Customers had an easy time scheduling visits to the field office. They found staff to be available and professional. The field visits were also easy to schedule. Staff were knowledgeable, thorough in their inventory of the customers' needs and opportunities and followed up in a timely manner. The solutions that NRCS proposed were found to be practical.

Communications and outreach from NRCS was found to be timely and addressing conservation needs of customers, however there may be an opportunity to provide information that is easier to understand. The most popular method of receiving information was direct mail. For most segments there was a 2 to 1 preference for direct mail compared to e-mail. For most groups financial assistance/information was most sought. However, among Historically Underserved Farmers technical assistance/information edged out financial/information as the most preferred.

The application process was viewed positively as well. Submitting and application was found to be easy, the response from NRCS was rated as mostly being quick. Program eligibility information was clear for the most part.

Recommendations are provided in more detail by segment within each chapter of the detailed report. While performance was rated relatively consistent across all segments, for certain segments there were different drivers of satisfaction.

Recommendations for Part Time Farmer customers were to build upon the strengths of field visits and communication/outreach. A particular challenge may be improving upon field visits, which were a high-performing area, but also a high-impact area where even a small improvement could drive satisfaction.

For Socially Disadvantaged and Limited Resource Farmers, field visits and the application process, submission and evaluation were the biggest drivers of satisfaction. Given the high performance in field visits, the application process may be a more likely opportunity to improve.

Specialty Crop Farmers rated the application process lowest and it had a sizable impact on satisfaction. To improve satisfaction among this group, target the application process as a first priority. However, communications and outreach is also a high impact area and relative to other drivers was lower scoring. This same pattern was true for Beginning Farmers.

For Historically Underserved Farmers, the application process, submission and evaluation was not only the lowest rated, but also the highest impact area. To improve customer satisfaction among this group, target the application process for improvement.

In addition to the quantitative findings provided in this report, verbatim commentary from the survey is provided for review to gain additional insight into the customers' needs.

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## **DETAILED REPORT**

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## Introduction & Methodology

The American Customer Satisfaction Index (ACSI) is the national indicator of customer evaluations of the quality of goods and services available to U.S. residents. It is the only uniform, cross-industry/government measure of customer satisfaction. Since 1994, the ACSI has measured satisfaction, its causes, and its effects, for seven economic sectors, 41 industries, more than 200 private-sector companies, two types of local government services, the U.S. Postal Service, and the Internal Revenue Service. ACSI has measured more than 100 programs of federal government agencies since 1999. This allows benchmarking between the public and private sectors and provides information unique to each agency on how its activities that interface with the public affect the satisfaction of customers. The effects of satisfaction are estimated, in turn, on specific objectives (such as public trust).

ACSI is produced by the University of Michigan in partnership with CFI Group, and the American Society for Quality. This report was produced by CFI Group in collaboration with the University of Michigan. If you have any questions regarding this report, please contact CFI Group at 734-930-9090.

### Segment Choice

This report is about the customers of the USDA Natural Resources Conservation Service (NRCS). All respondents have received assistance from NRCS in the past two years. There are five customer segments that were measured. These segments include: Part-Time Farmers, Specialty Crop Farmers, Socially Disadvantaged and Limited Resource Farmers, Beginning Farmers, and Historically Underserved Farmers.

### Customer Sample and Data Collection

The USDA NRCS provided CFI Group with a sample of names and phone numbers of customers who received assistance during the past two years. A total 12,104 unique phone numbers were provided. Data were collected from July 8<sup>th</sup> through July 24<sup>th</sup> 2008. A total of 1239 responses were collected – a target of approximately 250 responses was set for each group. The cooperation rate of the study was 81.6%; this measures the cooperation of those eligible respondents who were successfully reached. The participation rate, which takes into account potential respondents who were not successfully reached, was 17.3%. The following page contains a table that shows a summary of call dispositions and a calculation of the response rate.

### Questionnaire and Reporting

The report provides findings for each segment with a chapter dedicated to the findings, model and recommendations for each for each of the five customer segments.

The questionnaire used is shown in Appendix A. It was designed to be agency-specific in terms of activities, outcomes, and introductions to the questionnaire and specific question areas. However, it follows a format common to all the federal agency questionnaires that allow cause-and-effect modeling using the ACSI model. CFI Group collaborated with NRCS to develop the questionnaire for the survey. Most of the questions in the survey asked the respondent to rate items on a 1 to 10 scale, where “1” is “poor” and “10” is “excellent.” Scores are converted to a 0 to 100 scale for reporting purposes. Appendix B contains score tables at an aggregate level and segmented into groups. Appendix C contains verbatim comments to the responses for open-ended questions for the following questions.

*Q14. How did you hear about the USDA, Natural Resources Conservation Service assistance and programs?*

*Q15. How do you prefer to receive information?*

*Q16. Where do farmers in your community go to receive information on agriculture?*

*Q17. What assistance/information is most helpful to you?*

*Q18. What are some of the reasons why farmers in your community have chosen not to work with NRCS?*

*Q22. What thing(s) can NRCS do to let more producers know about the programs and assistance it provides?*

*Q27. What suggestions do you have for improving the application process?*

*Q31. If NRCS did not exist, where would you go to get this type of assistance?*

*Q35. How could NRCS provide assistance, information and/or services to better meet your needs?*

*Q36. How do you expect the new Farm Bill to impact you and your farming operations?*

## Call Dispositions and Response Rate Calculation

| ACSI Code | AAPOR Code | Definition  | n     |
|-----------|------------|---|-------|
| U         |            | UNIVERSE OF SAMPLED TELEPHONE NUMBERS                                       | 12104 |
|           |            |   |       |
|           | 1          | Interviews  |       |
| I         | 1.1        | Total completed interviews  | 1239  |
| P         | 1.2        | Partial interviews  | 35    |
| I+P       |            | Total interviews  | 1274  |
|           |            |   |       |
|           | 2          | Eligible cases that are not interviewed (Non-respondents)                   |       |
|           | 2.1        | Break-offs  | 0     |
|           | 2.11       | Refusal, qualified cases  | 245   |
| RQ        |            | Total qualified cases refusals  | 245   |
|           |            |   |       |
|           | 3          | Cases of unknown eligibility (Unknown eligibility/No contact—Non-interview) |       |
|           | 3.9        | Cases of unknown eligibility (Unknown eligibility/No contact—Non-interview) | 8791  |
|           | 3.9        | Foreign language/hard of hearing  | 113   |
| UE        |            | Total unknown eligibility   | 8904  |
|           |            |   |       |
|           |            | Cases that are not eligible (Non-eligible Respondents)                      |       |
|           | 4.32       | Disconnect/out of service   | 470   |
|           | 4.2        | Computer/FAX  | 132   |
|           |            | Wrong number  | 0     |
|           |            | Filter  | 825   |
|           |            | Other Non-eligible respondent   | 112   |
| NER       |            | Total Non-eligible Respondents  | 1539  |
|           |            | Quota Filled so respondent not eligible for interview                       |       |
|           | 4.8        | Case of quota-filled subgroup   | 0     |
|           | 4.8        | Scheduled for callback, but subgroup quota filled or interview period ended | 142   |
| QF        |            | Total Quota Filled Respondents  | 142   |
|           |            |   |       |
| U         |            | Universe of Sampled Numbers   | 12104 |
| NER       |            | Less Non-eligible Respondents   | 1539  |
| QF        |            | Less Quota Filled Respondents   | 142   |
| EU        |            | Universe of Eligible Numbers  | 10423 |

|  |  |  |       |
|--|--|--|-------|
|  |  | COOPERATION RATE (AAPOR (2)) = $I/(I+P)+RQ$                      | 81.6% |
|  |  |  |       |
|  |  | $e = (I+P+RQ+QF)/(I+P+RQ+QF+NER)$                                | 51.9% |
|  |  |  |       |
|  |  | RESPONSE RATE (AAPOR RR(3)) = $I+COOP(QF)/(I+P+RQ+QF+NER+e(UE))$ | 17.3% |

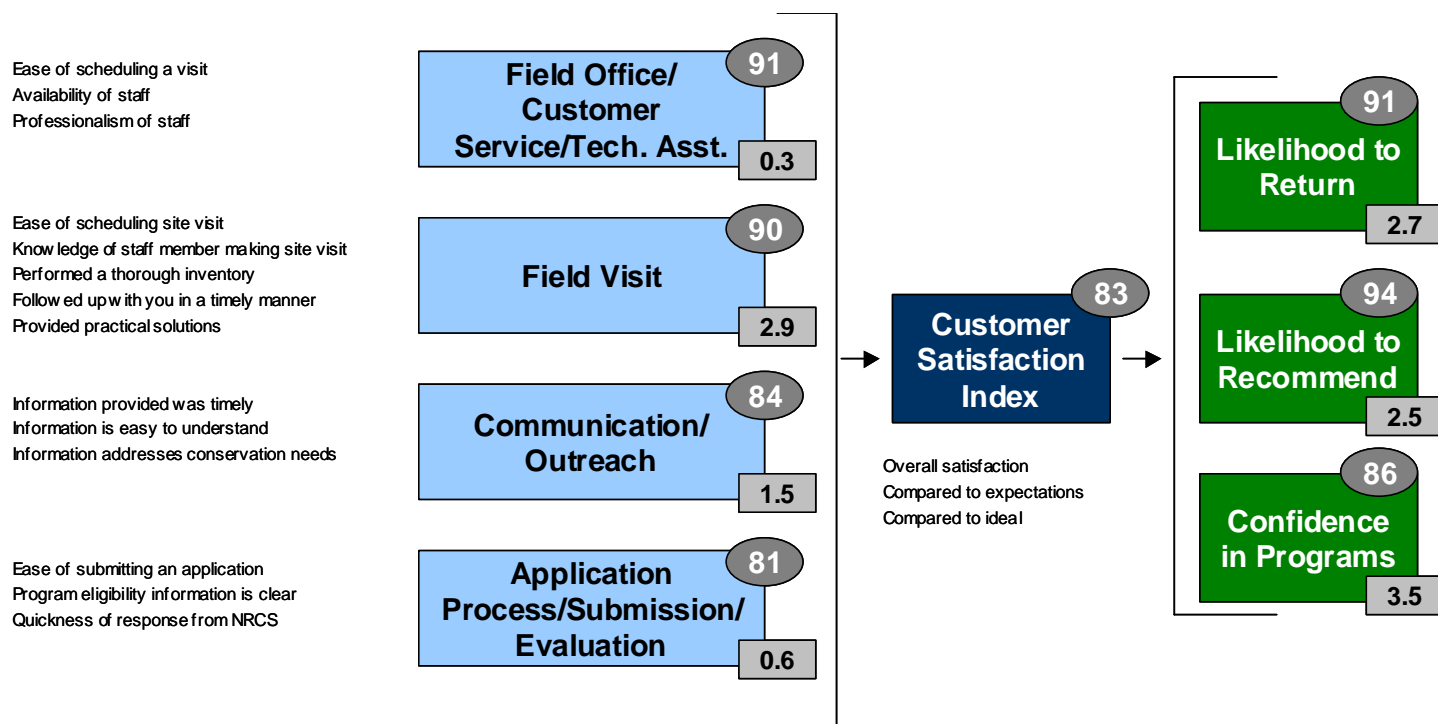
## **PART TIME FARMERS**

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## Results: Part Time Farmers

### USDA NRCS Part Time Farmers Customer Satisfaction Model



The 90% confidence interval for the Customer Satisfaction Index is +/- 2.1 points.

The above figure shows the customer satisfaction model for Part Time Farmers. The four boxes on the left hand side of the model (Field Office/Customer Service/Tech. Asst., Field Visit, Communication/Outreach, Application Process/Submission/Evaluation) represent drivers of satisfaction. The performance in each of these areas is shown by the scores in the oval, which are on a 0 to 100 scale, where 0 means poor and 100 means excellent. These scores are derived from the weighted average of the ratings from a grouping of questions about each area. The specific items for each driver are shown on the far left of the figure. Detailed scores for each of these areas are provided in this report. Generally, scores in the 80s and 90s indicate a strong level of performance.

These satisfaction drivers have a relationship to satisfaction or impact, the values of which are shown in the rectangles. These impact values are derived from a regression model using data from customer responses. Impacts represent the expected change in the customer satisfaction index given a five-point improvement in a driver area. For example, if the area of Communication/Outreach were to improve by five points from 84 to 89, the customer satisfaction index would increase by the value of its impact – 1.5 points to 84.5 as a result. As with scores, impacts are also relative to one another. A low impact or zero impact does not mean a component is unimportant. Rather, it means that a five-point change in that one component is unlikely to result in much improvement in Satisfaction at this time. Therefore, components with higher impacts are generally recommended for improvement first, especially if scores are lower for those components.

The right hand side of the model shows outcome behaviors such as likelihood to return, likelihood to recommend and confidence in programs from NRCS. These behaviors are driven by satisfaction and the impact satisfaction has on the behaviors is shown with their impact scores. There are two sets of numbers shown for the outcomes, the scores (on a 0 to 100 scale), which show the likelihood, or confidence that the respondent has. These are not percentages but rather are averages. The impacts shown reflect the impact that a five-point improvement in satisfaction would have on the behavior. Thus, a five-point improvement in satisfaction would increase the likelihood to return by 2.7 points to 93.7.

## Customer Satisfaction

The **Customer Satisfaction Index (CSI)** is a weighted average of three questions. The questions are answered on 1 to 10 scale and converted to a 0 to 100 scale for reporting purposes. The three questions measure: Overall satisfaction, Satisfaction compared to expectations, and Satisfaction compared to an "ideal" organization. The model assigns the weights to each question in a way that maximizes the ability of the index to predict changes in agency satisfaction.

**The 2008 Customer Satisfaction Index (CSI) for Part Time Farmers is 83 on a scale of 0 to 100.**

This score indicates a high level of satisfaction and is 15 points above the federal government average (68).

|                              |           |
|------------------------------|-----------|
| <b>Customer Satisfaction</b> | <b>83</b> |
| Overall satisfaction         | 89        |
| Compared to expectations     | 79        |
| Compared to ideal            | 78        |

## Drivers of Customer Satisfaction

### Field Office/Customer Service/Technical Assistance

Impact on Satisfaction 0.3

Almost all of the Part Time Farmer respondents (96%) contacted NRCS to directly request assistance with concerns on their property and nearly all (97%) have visited an NRCS field office. Just under half (47%) of respondents scheduled a visit and slightly fewer (44%) have walked-in.

|   |            |
|---|------------|
| <b>Contacted NRCS directly to request assistance with concerns on your property</b> |            |
| Yes   | 96%        |
| No  | 4%         |
| Don't Know  | 0%         |
| <b>Number of Respondents</b>  | <b>250</b> |
| <b>Visited an NRCS field office</b>   |            |
| Yes   | 97%        |
| No  | 3%         |
| Don't Know  | 0%         |
| <b>Number of Respondents</b>  | <b>240</b> |
| <b>Scheduled visit or walked-in</b>   |            |
| Scheduled visit   | 47%        |
| Walked-in   | 44%        |
| Don't Know  | 9%         |
| <b>Number of Respondents</b>  | <b>233</b> |

For Part Time Farmers, Field Office/Customer Service/Technical Assistance had a relatively low impact on customers' satisfaction with an impact value of 0.3. Overall, this is a very high performing area with a performance score of 91. Ease of scheduling visit and professionalism of staff were the highest rated items in this area with scores of 93 for each. Availability of staff also received a strong rating of 89. Clearly, ratings indicate that at the field office customers are first finding the visits to be easy to schedule and once they are at the Field Office they find staff to be available and professional.

|   |           |
|---|-----------|
| <b>Field Office/Customer Service/Technical Assistance</b> | <b>91</b> |
| Ease of scheduling a visit                                | 93        |
| Availability of staff                                     | 89        |
| Professionalism of staff                                  | 93        |



**Field Visit**

## Impact on Satisfaction 2.9

Ninety-two percent of Part Time Farmer respondents received a visit from NRCS to look at their farm or land. In most instances (94%) the same person from the field office also visited their farm or home.

| <b>Received a visit from NRCS to look at your farm or land</b>           |            |
|--|------------|
| Yes  | 92%        |
| No   | 7%         |
| Don't Know   | 0%         |
| <b>Number of Respondents</b>   | <b>250</b> |
| <b>Same person from NRCS field office also visited your farm or home</b> |            |
| Yes  | 94%        |
| No   | 4%         |
| Did not visit the field office   | 0%         |
| Don't Know   | 1%         |
| <b>Number of Respondents</b>   | <b>231</b> |

The Field Visit has a very high impact on satisfaction for Part Time Farmers with an impact value of 2.9. The area of Field Visit also rates very high with a 90. The site visits are easy to schedule (91). The staff members were found to be knowledgeable and respondents thought they performed a thorough inventory of needs and opportunities on the customers' property (91). Follow up was in a timely manner (90) and the solutions that were provided were found to be practical (88). Even though performance is highly rated in the area of Field Visits, given the high impact it has on satisfaction even small improvement could drive satisfaction.

| <b>Field Visit</b>   | <b>90</b> |
|--|-----------|
| Ease of scheduling site visit  | 91        |
| Knowledge of staff member making site visit                                    | 91        |
| Performed a through inventory of your needs and opportunities on your property | 91        |
| Followed up with you in a timely manner  | 90        |
| Provided practical solutions   | 88        |

**Communication/Outreach**

## Impact on Satisfaction 1.5

Part Time Farmers had two-fifths (40%) mention Financial Assistance/Information as the most helpful type of assistance /information. Technical Assistance/Information was mentioned by one-quarter of Part Time Farmers as being the most helpful type of assistance and 18% mentioned Education Information. As for the reasons why Part Time Farmed thought farmers in community have chosen not to work with NRCS, distrust of government was mentioned by 20%. Fourteen percent thought it was because they thought farmers did not understand NRCS programs. Other responses accounted for 69% of responses. Verbatim comments are included in the Appendix D.

| <b>Most helpful types of assistance/information</b>                        |            |
|--|------------|
| Technical Assistance/information   | 26%        |
| Financial Assistance/information   | 40%        |
| Information/education information  | 18%        |
| Other  | 16%        |
| <b>Number of Respondents</b>   | <b>250</b> |
| <b>Reasons why farmers in community have chosen not to work with NRCS*</b> |            |
| Did not qualify for NRCS Programs  | 4%         |
| Do not understand NRCS Programs  | 14%        |
| Past mistreatment/discrimination   | 1%         |
| Conservation practices are too costly                                      | 4%         |
| Distrust of Government/Do not want to work with Government                 | 20%        |
| Lacked funds to pay for upfront costs before reimbursement                 | 4%         |
| Other  | 69%        |
| <b>Number of Respondents</b>   | <b>250</b> |

For Part Time Farmers, direct mail was the preferred method of receiving information with 67% selecting that choice. Thirty percent mentioned e-mail and 14% of Part Time Farmers preferred in-person. \*Multiple answers were allowed so answers may not add to 100%.

| <b>Preferred method of receiving information*</b> |            |
|---|------------|
| In-person   | 14%        |
| Newspaper   | 9%         |
| Fact Sheets                                       | 2%         |
| Brochures   | 3%         |
| Farm Magazines                                    | 1%         |
| Direct Mail                                       | 67%        |
| NRCS website                                      | 2%         |
| Non Profit website                                | 0%         |
| Conservation District                             | 0%         |
| Email   | 30%        |
| DVDs  | 0%         |
| Computer online course                            | 0%         |
| Local meetings                                    | 3%         |
| Demonstrations from a working farm                | 0%         |
| Friends or neighbors                              | 3%         |
| Family  | 1%         |
| Other   | 17%        |
| <b>Number of Respondents</b>                      | <b>250</b> |

Communications and outreach had a strong impact on satisfaction with an impact value of 1.5. This may be the best opportunity for NRCS to drive satisfaction with Part Time farmers. Performance is relatively strong with a score of 84. Respondents gave NRCS best ratings for the timeliness of information and the information addressing conservation needs – both were rated 86. Information being easy to understand was rated the lowest with a score of 80. Providing information in a manner that is easier to understand may be an opportunity to focus on with Part Time farmers.

| <b>Communication/Outreach</b>                        | <b>84</b> |
|--|-----------|
| Information provided was timely                      | 86        |
| Information is easy to understand                    | 80        |
| Information provided addresses my conservation needs | 86        |

#### **Application Process/Submission/Evaluation**

Impact on Satisfaction 0.6

Eighty-seven percent of Part Time Farmer respondents had applied for NRCS programs for cost share assistance.

| <b>Applied for any NRCS programs for cost share assistance</b> |            |
|--|------------|
| Yes  | 87%        |
| No   | 11%        |
| Don't Know   | 2%         |
| <b>Number of Respondents</b>                                   | <b>250</b> |

The application process/submission/evaluation had a modest impact on satisfaction for Part Time Farmers with an impact value of 0.6. This area received solid ratings overall with an 81. The application was rated as being relatively easy to submit and eligibility information was rated as being relatively clear (80). The response from NRCS was rated as being quick (82).

|  |           |
|--|-----------|
| <b>Application Process/Submission/Evaluation</b> | <b>81</b> |
| Ease of submitting an application                | 82        |
| Program eligibility information is clear         | 80        |
| Quickness of the response received from NRCS     | 82        |

### Outcomes

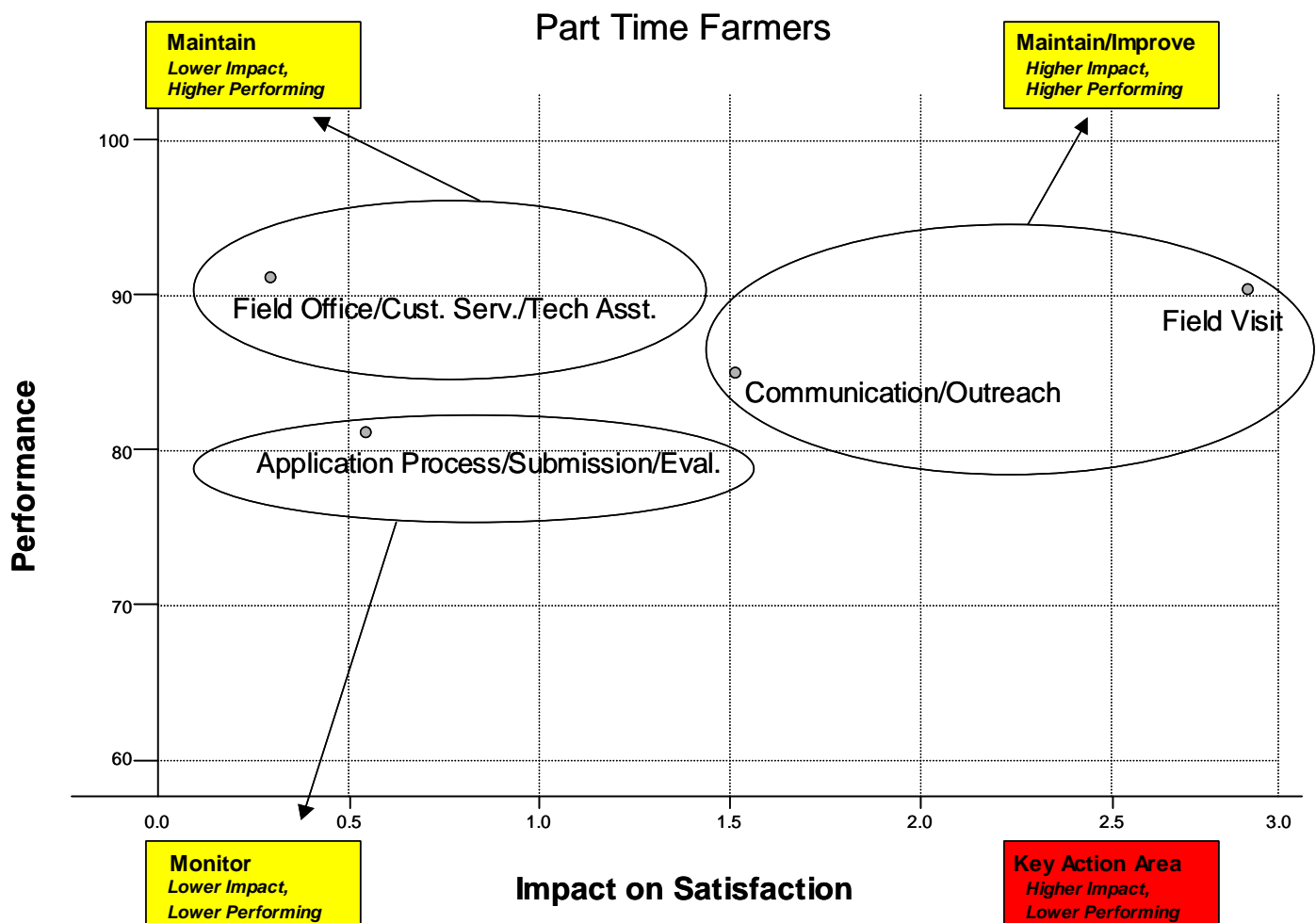
Three outcomes were measured for NRCS. Part Time Farmers were very likely to return to NRCS in the future with a score of 91. The outcome scores indicate a likelihood rating on a 0 to 100 scale and not a percentage. Part Time Farmers were even more likely to recommend NRCS (94). They also had a high degree of confidence in NRCS (86).

|   |           |
|---|-----------|
| <b>Likelihood to Return to NRCS in Future</b> | <b>91</b> |
| <b>Likelihood to Recommend NRCS</b>           | <b>94</b> |
| <b>Confidence in NRCS</b>                     | <b>86</b> |

## Recommendations

It is recommended to focus on the higher impact and lower performing areas as the highest priority. The chart below plots performance against impact on satisfaction for each driver of satisfaction. For Part Time Farmers field visits have the highest impact on customer satisfaction. However, this is also a high performing area, where even small improvement may be difficult to attain. Communications/Outreach while having a lower impact on satisfaction is in relative terms, a lower performing area and may provide more of an opportunity for improvement to drive satisfaction. In particular, communications and outreach that is easier to understand could be an area to target for improvement.

The application process/submission/evaluation has a lower impact on satisfaction. Relative to scores for the three other driver areas, it is a lower scoring area, but given the lower impact, application process/submission/evaluation should be monitored rather than improved at this time. Field office/customer service/technical assistance has the lowest impact on satisfaction of the driver areas and is high performing. Maintain current level of performance rather than targeting this area for improvement.



## Demographics – Part Time Farmers

The tables on the follow two pages provide demographic information for the Part Time Farmer respondents.

|   |     |
|---|-----|
| <b>Age</b>  |     |
| Under 45  | 26% |
| 45-54   | 28% |
| 55-64   | 35% |
| 65 and over   | 10% |
| Refused   | 1%  |
| <b>Number of Respondents</b>  |     |
| <b>250</b>  |     |
| <b>Race*</b>  |     |
| White   | 93% |
| Black or African American   | 2%  |
| American Indian or Alaska Native  | 0%  |
| Asian   | 0%  |
| Native Hawaiian or other Pacific Islander                                       | 0%  |
| Other race  | 4%  |
| Don't Know  | 0%  |
| Refused   | 1%  |
| <b>Number of Respondents</b>  |     |
| <b>250</b>  |     |
| <b>Hispanic, Latino, or Spanish origin</b>                                      |     |
| Yes   | 4%  |
| No  | 94% |
| Don't Know  | 0%  |
| Refused   | 1%  |
| <b>Number of Respondents</b>  |     |
| <b>250</b>  |     |
| <b>Full-time or part-time farmer</b>  |     |
| Full-time   | 26% |
| Part-time   | 73% |
| Refused   | 1%  |
| <b>Number of Respondents</b>  |     |
| <b>250</b>  |     |
| <b>Farming as an individual/family farm or as a member of a business entity</b> |     |
| Individual/Family Farm  | 90% |
| Member of Business Entity   | 6%  |
| Both Individual/Family and Member of Business Entity                            | 3%  |
| Don't Know  | 0%  |
| Refused   | 0%  |
| <b>Number of Respondents</b>  |     |
| <b>250</b>  |     |

**Demographics – Part Time Farmers (cont.)**

|   |            |
|---|------------|
| <b>Total annual income in 2007 before taxes</b> |            |
| Less than \$10,000                              | 8%         |
| Between \$10,000 and \$24,999                   | 4%         |
| Between \$25,000 and \$49,999                   | 20%        |
| Between \$50,000 and \$74,999                   | 17%        |
| Between \$75,000 and \$99,999                   | 16%        |
| Between \$100,000 and \$249,999                 | 21%        |
| \$250,000 or more                               | 4%         |
| Don't Know                                      | 5%         |
| Refused   | 6%         |
| <b>Number of Respondents</b>                    | <b>250</b> |
| <b>Total annual gross FARM sales in 2007</b>    |            |
| Less than \$10,000                              | 36%        |
| Between \$10,000 and \$24,999                   | 22%        |
| Between \$25,000 and \$99,999                   | 22%        |
| Between \$1000,000 and \$249,999                | 8%         |
| \$250,000 or more                               | 2%         |
| Don't Know                                      | 6%         |
| Refused   | 4%         |
| <b>Number of Respondents</b>                    | <b>250</b> |
| <b>Highest level of education completed</b>     |            |
| Less than high school graduate                  | 2%         |
| High school graduate                            | 17%        |
| Some college                                    | 18%        |
| Trade/technical/vocational training             | 5%         |
| College graduate                                | 30%        |
| Post-graduate work/Degree                       | 28%        |
| <b>Number of Respondents</b>                    | <b>250</b> |
| <b>Gender</b>                                   |            |
| Male  | 78%        |
| Female  | 22%        |
| <b>Number of Respondents</b>                    | <b>250</b> |

## **SOCIALLY DISADVANTAGED AND LIMITED RESOURCE FARMERS**

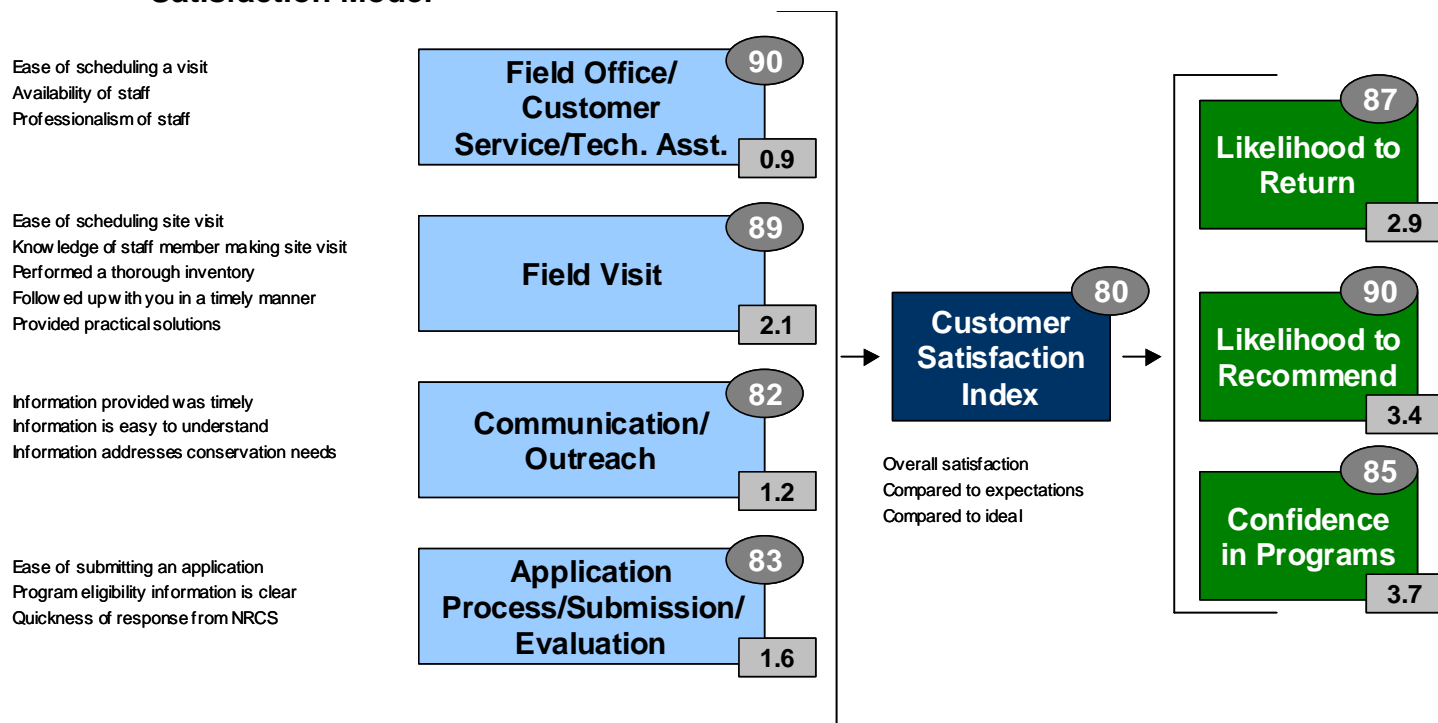
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## Results: Socially Disadvantaged and Limited Resource Farmers

### USDA NRCS Socially Disadvantaged and Limited Resource Farmers Customer Satisfaction Model



The 90% confidence interval for the Customer Satisfaction Index is +/- 2.1 points.

The above figure shows the customer satisfaction model for Socially Disadvantaged and Limited Resource Farmers. The four boxes on the left hand side of the model (Field Office/Customer Service/Tech. Asst., Field Visit, Communication/Outreach, Application Process/Submission/Evaluation) represent drivers of satisfaction. The performance in each of these areas is shown by the scores in the oval, which are on a 0 to 100 scale, where 0 means poor and 100 means excellent. These scores are derived from the weighted average of the ratings from a grouping of questions about each area. The specific items for each driver are shown on the far left of the figure. Detailed scores for each of these areas are provided in this report. Generally, scores in the 80s and 90s indicate a strong level of performance.

These satisfaction drivers have a relationship to satisfaction or impact, the values of which are shown in the rectangles. These impact scores are derived from a regression model using data from customer responses. Impacts represent the expected change in the customer satisfaction index given a five-point improvement in a driver area. For example, if the area of Communication/Outreach were to improve by five points from 82 to 87, the customer satisfaction index would increase by the value of its impact – 1.2 points to 81.2 as a result. As with scores, impacts are also relative to one another. A low impact or zero impact does not mean a component is unimportant. Rather, it means that a five-point change in that one component is unlikely to result in much improvement in Satisfaction at this time. Therefore, components with higher impacts are generally recommended for improvement first, especially if scores are lower for those components.

The right hand side of the model shows outcome behaviors such as likelihood to return, likelihood to recommend and confidence in programs from NRCS. These behaviors are driven by satisfaction and the impact satisfaction has on the behaviors is shown with their impact scores. There are two sets of numbers shown for the outcomes, the scores (on a 0 to 100 scale), which show the likelihood, or confidence that the respondent has. These are not percentages but rather are averages. The impacts shown reflect the impact that a five-point improvement in satisfaction would have on the behavior. Thus, a five-point improvement in satisfaction would increase the likelihood to return by 2.9 points to 89.9.

## Customer Satisfaction

The **Customer Satisfaction Index (CSI)** is a weighted average of three questions. The questions are answered on 1 to 10 scale and converted to a 0 to 100 scale for reporting purposes. The three questions measure: Overall satisfaction, Satisfaction compared to expectations, and Satisfaction compared to an "ideal" organization. The model assigns the weights to each question in a way that maximizes the ability of the index to predict changes in agency satisfaction.

**The 2008 Customer Satisfaction Index (CSI) for Socially Disadvantaged and Limited Resource Farmers is 80 on a scale of 0 to 100.** This score indicates a high level of satisfaction and is 12 points above the federal government average (68).

|                              |           |
|------------------------------|-----------|
| <b>Customer Satisfaction</b> | <b>80</b> |
| Overall satisfaction         | 86        |
| Compared to expectations     | 76        |
| Compared to ideal            | 76        |

## Drivers of Customer Satisfaction

### Field Office/Customer Service/Technical Assistance

Impact on Satisfaction 0.9

Most of the Socially Disadvantaged and Limited Resource Farmers respondents (93%) contacted NRCS to directly request assistance with concerns on their property and nearly all (95%) have visited an NRCS field office. Just under half (49%) of respondents scheduled a visit and about two-fifths (41%) have walked-in.

|   |            |
|---|------------|
| <b>Contacted NRCS directly to request assistance with concerns on your property</b> |            |
| Yes   | 93%        |
| No  | 6%         |
| Don't Know  | 1%         |
| <b>Number of Respondents</b>  | <b>251</b> |
| <b>Visited an NRCS field office</b>   |            |
| Yes   | 95%        |
| No  | 4%         |
| Don't Know  | 1%         |
| <b>Number of Respondents</b>  | <b>234</b> |
| <b>Scheduled visit or walked-in</b>   |            |
| Scheduled visit   | 49%        |
| Walked-in   | 41%        |
| Don't Know  | 10%        |
| <b>Number of Respondents</b>  | <b>222</b> |

For Socially Disadvantaged and Limited Resource Farmers, Field Office/Customer Service/Technical Assistance had a moderate impact on customers' satisfaction with an impact value of 0.9. Respondents rated this as a very high performing area with a performance score of 90. Ease of scheduling visit (91) and professionalism of staff (92) were the highest rated items in this area with scores in the low 90s. Availability of staff also received a strong rating of 88. Socially Disadvantaged and Limited Resource Farmers ratings indicate that visits are easy to schedule and once at the Field Office they find staff to be available and professional.

|   |           |
|---|-----------|
| <b>Field Office/Customer Service/Technical Assistance</b> | <b>90</b> |
| Ease of scheduling a visit                                | 91        |
| Availability of staff                                     | 88        |
| Professionalism of staff                                  | 92        |

**Field Visit**

## Impact on Satisfaction 2.1

Ninety-one percent of Socially Disadvantaged and Limited Resource Farmer respondents received a visit from NRCS to look at their farm or land. For the most part, (88%) the same person from the field office also visited their farm or home.

|  |            |
|--|------------|
| <b>Received a visit from NRCS to look at your farm or land</b>           |            |
| Yes  | 91%        |
| No   | 8%         |
| Don't Know   | 1%         |
| <b>Number of Respondents</b>   | <b>251</b> |
| <b>Same person from NRCS field office also visited your farm or home</b> |            |
| Yes  | 88%        |
| No   | 7%         |
| Did not visit the field office   | 2%         |
| Don't Know   | 3%         |
| <b>Number of Respondents</b>   | <b>229</b> |

The Field Visit has a high impact on satisfaction for Socially Disadvantaged and Limited Resource Farmer an impact value of 2.1. The area of Field Visit also rates very high with a score of 89. The site visits are easy to schedule (91). The staff members were found to be knowledgeable (91) and respondents thought they performed a thorough inventory of needs and opportunities on the customers' property (88). Follow up was in a timely manner (89). While providing practical solutions was the lowest rated item in this area (86), the rating indicates that most find the solutions to be practical.

|  |           |
|--|-----------|
| <b>Field Visit</b>   | <b>89</b> |
| Ease of scheduling site visit  | 91        |
| Knowledge of staff member making site visit                                    | 91        |
| Performed a through inventory of your needs and opportunities on your property | 88        |
| Followed up with you in a timely manner  | 89        |
| Provided practical solutions   | 86        |

**Communication/Outreach**

## Impact on Satisfaction 1.2

One-third of Socially Disadvantaged and Limited Resource Farmers mention Financial Assistance/Information as the most helpful type of assistance /information. Technical Assistance/Information was mentioned by one-quarter (24%) of Socially Disadvantaged and Limited Resource Farmers as being the most helpful type of assistance and one-quarter (26%) mentioned Education Information.

As for the reasons Socially Disadvantaged and Limited Resource Farmers thought farmers in the community have chosen not to work with NRCS, distrust of government was mentioned by 13%. Twelve percent thought it was because they thought farmers did not understand NRCS programs. Other responses accounted for 77% of responses. Verbatim comments are included in the Appendix D.

| <b>Most helpful types of assistance/information</b>                        |            |
|--|------------|
| Technical Assistance/information   | 24%        |
| Financial Assistance/information   | 33%        |
| Information/education information  | 26%        |
| Other  | 16%        |
| <b>Number of Respondents</b>   | <b>251</b> |
| <b>Reasons why farmers in community have chosen not to work with NRCS*</b> |            |
| Did not qualify for NRCS Programs  | 3%         |
| Do not understand NRCS Programs  | 12%        |
| Past mistreatment/discrimination   | 2%         |
| Conservation practices are too costly                                      | 4%         |
| Distrust of Government/Do not want to work with Government                 | 13%        |
| Lacked funds to pay for upfront costs before reimbursement                 | 6%         |
| Other  | 77%        |
| <b>Number of Respondents</b>   | <b>251</b> |

For Socially Disadvantaged and Limited Resource Farmers, direct mail was the preferred method of receiving information with 73% selecting that choice. Only 18% mentioned e-mail and 16% of Socially Disadvantaged and Limited Resource Farmers preferred in-person. \*Multiple answers were allowed so answers may not add to 100%.

| <b>Preferred method of receiving information*</b> |            |
|---|------------|
| In-person   | 16%        |
| Newspaper   | 5%         |
| Fact Sheets                                       | 1%         |
| Brochures   | 3%         |
| Farm Magazines                                    | 2%         |
| Direct Mail                                       | 73%        |
| NRCS website                                      | 1%         |
| Non Profit website                                | 0%         |
| Conservation District                             | 1%         |
| Email   | 18%        |
| DVDs  | 0%         |
| Computer online course                            | 0%         |
| Local meetings                                    | 1%         |
| Demonstrations from a working farm                | 0%         |
| Friends or neighbors                              | 4%         |
| Family  | 1%         |
| Other   | 19%        |
| <b>Number of Respondents</b>                      | <b>251</b> |

Communications and outreach had a relatively strong impact on satisfaction among Socially Disadvantaged and Limited Resource Farmers with an impact value of 1.2. Performance in this area was solid with a score of 82. Respondents gave NRCS best ratings for the timeliness of information (85). For the most part information was addressing conservation needs for Socially Disadvantaged and Limited Resource Farmer with a rating of 82. Information being easy to understand was rated the lowest with a score of 79.

| <b>Communication/Outreach</b>                        | <b>82</b> |
|--|-----------|
| Information provided was timely                      | 85        |
| Information is easy to understand                    | 79        |
| Information provided addresses my conservation needs | 82        |

**Application Process/Submission/Evaluation**

## Impact on Satisfaction 1.6

Eighty-two percent of Socially Disadvantaged and Limited Resource Farmers respondents had applied for NRCS programs for cost share assistance.

| <b>Applied for any NRCS programs for cost share assistance</b> |            |
|--|------------|
| Yes  | 82%        |
| No   | 15%        |
| Don't Know   | 3%         |
| <b>Number of Respondents</b>                                   | <b>251</b> |

The application process/submission/evaluation had a strong on satisfaction for Socially Disadvantaged and Limited Resource Farmers with an impact value of 1.6. While this area received solid ratings overall with an 83, given the high impact it has on satisfaction it is also an area to target for improvement. The application was rated as being easy to submit (85) and eligibility information was rated as being clear (83). The response from NRCS was rated a solid score of 80, but there may be opportunity to improve this area.

| <b>Application Process/Submission/Evaluation</b> | <b>83</b> |
|--|-----------|
| Ease of submitting an application                | 85        |
| Program eligibility information is clear         | 83        |
| Quickness of the response received from NRCS     | 80        |

**Outcomes**

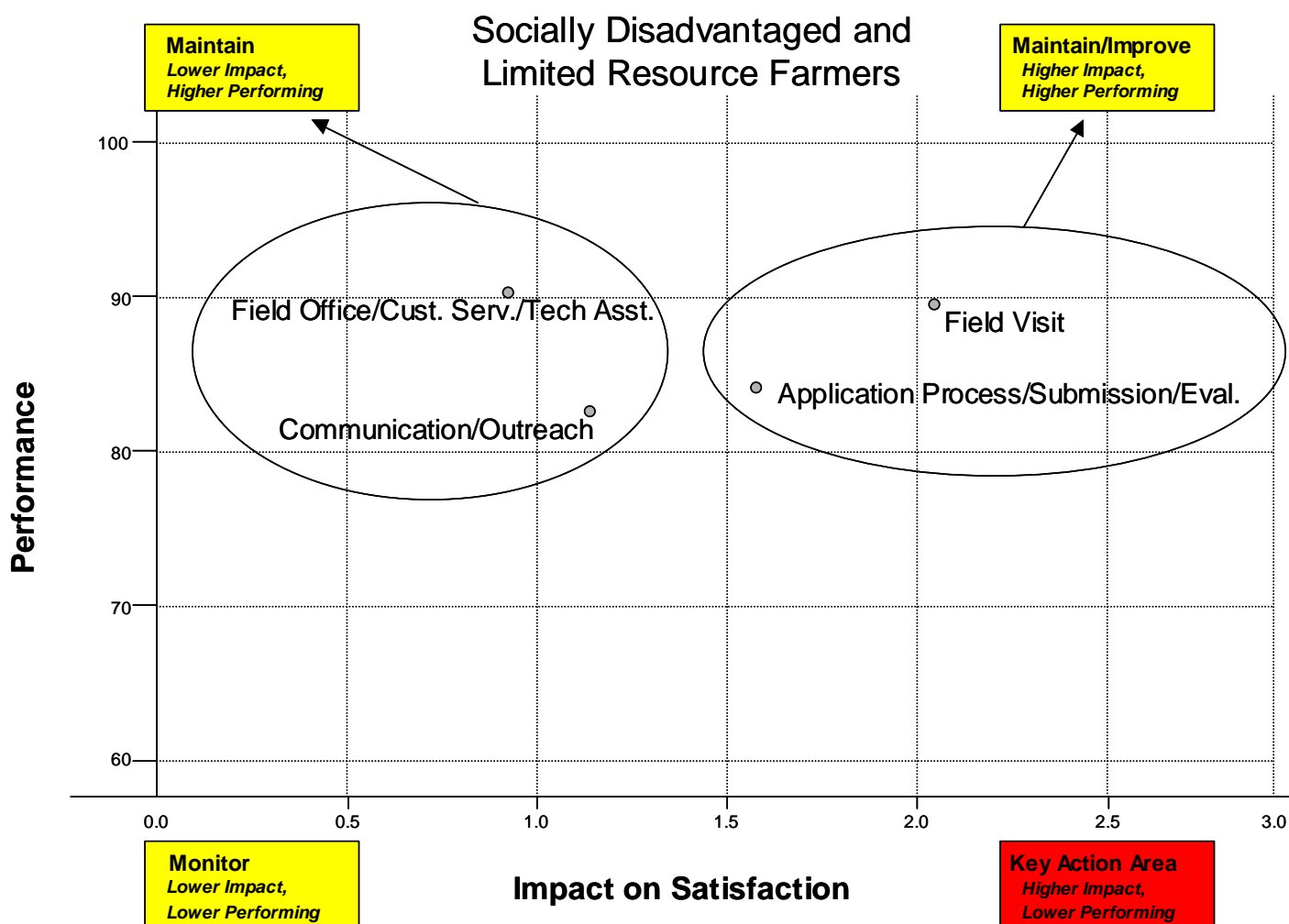
Three outcomes were measured for NRCS. The outcome scores indicate a likelihood rating on a 0 to 100 scale and not a percentage. Socially Disadvantaged and Limited Resource Farmers were relatively likely to return to NRCS in the future with a score of 87. They were likely to recommend NRCS (90) and had a high degree of confidence in NRCS (85).

|   |           |
|---|-----------|
| <b>Likelihood to Return to NRCS in Future</b> | <b>87</b> |
| <b>Likelihood to Recommend NRCS</b>           | <b>90</b> |
| <b>Confidence in NRCS</b>                     | <b>85</b> |

## Recommendations

It is recommended to focus on the higher impact and lower performing areas as the highest priority. Field Visits have the highest impact on customer satisfaction for Socially Disadvantaged and Limited Resource Farmers. This is also a high performing area, where even small improvement may be difficult to attain. The area of applications process/submission/evaluation is another high impact area, but it is lower rated and likely a better choice for an opportunity to improve or build upon an area of strength. In particular, quickness of response was the lowest rated item in the application process area.

Communications/Outreach has a lower impact on satisfaction but as a secondary priority could be an area to target given that it is the lowest rated driver area. The area of field office/customer service/technical assistance is a lower impact, higher performing area that should not be targeted for improvement at this time. Instead the focus should be on maintaining the high level of performance for Field office/customer service/technical assistance.



The tables on the follow two pages provide demographic information for the Socially Disadvantaged and Limited Resource Farmer respondents.

### Demographics – Socially Disadvantaged and Limited Resource Farmers

|   |            |
|---|------------|
| <b>Age</b>  |            |
| Under 45  | 11%        |
| 45-54   | 24%        |
| 55-64   | 30%        |
| 65 and over   | 33%        |
| Refused   | 1%         |
| <b>Number of Respondents</b>  | <b>251</b> |
| <b>Race*</b>  |            |
| White   | 81%        |
| Black or African American   | 9%         |
| American Indian or Alaska Native  | 5%         |
| Asian   | 1%         |
| Native Hawaiian or other Pacific Islander                                       | 2%         |
| Other race  | 4%         |
| Don't Know  | 0%         |
| Refused   | 1%         |
| <b>Number of Respondents</b>  | <b>251</b> |
| <b>Hispanic, Latino, or Spanish origin</b>                                      |            |
| Yes   | 6%         |
| No  | 93%        |
| Don't Know  | 1%         |
| Refused   | 0%         |
| <b>Number of Respondents</b>  | <b>251</b> |
| <b>Full-time or part-time farmer</b>  |            |
| Full-time   | 61%        |
| Part-time   | 34%        |
| Refused   | 5%         |
| <b>Number of Respondents</b>  | <b>251</b> |
| <b>Farming as an individual/family farm or as a member of a business entity</b> |            |
| Individual/Family Farm  | 90%        |
| Member of Business Entity   | 5%         |
| Both Individual/Family and Member of Business Entity                            | 4%         |
| Don't Know  | 0%         |
| Refused   | 0%         |
| <b>Number of Respondents</b>  | <b>251</b> |

**Demographics – Socially Disadvantaged and Limited Resource Farmers (cont.)**

|   |            |
|---|------------|
| <b>Total annual income in 2007 before taxes</b> |            |
| Less than \$10,000                              | 11%        |
| Between \$10,000 and \$24,999                   | 14%        |
| Between \$25,000 and \$49,999                   | 20%        |
| Between \$50,000 and \$74,999                   | 13%        |
| Between \$75,000 and \$99,999                   | 5%         |
| Between \$100,000 and \$249,999                 | 12%        |
| \$250,000 or more                               | 5%         |
| Don't Know                                      | 8%         |
| Refused   | 11%        |
| <b>Number of Respondents</b>                    | <b>251</b> |
| <b>Total annual gross FARM sales in 2007</b>    |            |
| Less than \$10,000                              | 34%        |
| Between \$10,000 and \$24,999                   | 15%        |
| Between \$25,000 and \$99,999                   | 19%        |
| Between \$1000,000 and \$249,999                | 7%         |
| \$250,000 or more                               | 6%         |
| Don't Know                                      | 10%        |
| Refused   | 9%         |
| <b>Number of Respondents</b>                    | <b>251</b> |
| <b>Highest level of education completed</b>     |            |
| Less than high school graduate                  | 4%         |
| High school graduate                            | 24%        |
| Some college                                    | 24%        |
| Trade/technical/vocational training             | 4%         |
| College graduate                                | 28%        |
| Post-graduate work/Degree                       | 16%        |
| <b>Number of Respondents</b>                    | <b>251</b> |
| <b>Gender</b>                                   |            |
| Male  | 35%        |
| Female  | 65%        |
| <b>Number of Respondents</b>                    | <b>251</b> |



## **SPECIALTY CROP FARMERS**

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## **Results: Specialty Crop Farmers**

### **USDA NRCS Specialty Crop Farmers Customer Satisfaction Model**

*The above figure shows the customer satisfaction model for Specialty Crop Farmers. The four boxes on the left hand side of the model (Field Office/Customer Service/Tech. Asst., Field Visit, Communication/Outreach, Application Process/Submission/Evaluation) represent drivers of satisfaction. The performance in each of these areas is shown by the scores in the oval, which are on a 0 to 100 scale, where 0 means poor and 100 means excellent. These scores are derived from the weighted average of the ratings from a grouping of questions about each area. The specific items for each driver are shown on the far left of the figure. Detailed scores for each of these areas are provided in this report. Generally, scores in*

## Customer Satisfaction

The **Customer Satisfaction Index (CSI)** is a weighted average of three questions. The questions are answered on 1 to 10 scale and converted to a 0 to 100 scale for reporting purposes. The three questions measure: Overall satisfaction, Satisfaction compared to expectations, and Satisfaction compared to an “ideal” organization. The model assigns the weights to each question in a way that maximizes the ability of the index to predict changes in agency satisfaction.

**The 2008 Customer Satisfaction Index (CSI) for Specialty Crop Farmers is 78 on a scale of 0 to 100.** This score indicates a high level of satisfaction and is 10 points above the federal government average (68).

|                              |           |
|------------------------------|-----------|
| <b>Customer Satisfaction</b> | <b>78</b> |
| Overall satisfaction         | 84        |
| Compared to expectations     | 75        |
| Compared to ideal            | 73        |

## Drivers of Customer Satisfaction

### Field Office/Customer Service/Technical Assistance

Impact on Satisfaction 0.0

Most of the Specialty Crop Farmer respondents (91%) contacted NRCS to directly request assistance with concerns on their property and in most cases (90%) they have visited an NRCS field office. Just under half (48%) of the respondents scheduled a visit and 43% have walked-in.

|   |            |
|---|------------|
| <b>Contacted NRCS directly to request assistance with concerns on your property</b> |            |
| Yes   | 91%        |
| No  | 8%         |
| Don't Know  | 1%         |
| <b>Number of Respondents</b>  | <b>236</b> |
| <b>Visited an NRCS field office</b>   |            |
| Yes   | 90%        |
| No  | 8%         |
| Don't Know  | 1%         |
| <b>Number of Respondents</b>  | <b>215</b> |
| <b>Scheduled visit or walked-in</b>   |            |
| Scheduled visit   | 48%        |
| Walked-in   | 43%        |
| Don't Know  | 9%         |
| <b>Number of Respondents</b>  | <b>194</b> |

For Specialty Crop Farmers Field Office/Customer Service/Technical Assistance had an impact of 0.0 on customer satisfaction. This does not mean that this area is unimportant to customers, but rather than an increase in performance will not drive satisfaction. Respondents rated this as a high performing area with a performance score of 89. Ease of scheduling visit (89) and professionalism of staff (91) were rated highest. Availability of staff, while scoring slightly lower (86) still had a score that indicated availability was not an issue for customers. Given the impact of zero in this area, NRCS should use resources to improve this area, but rather maintain the current level of performance.

|   |           |
|---|-----------|
| <b>Field Office/Customer Service/Technical Assistance</b> | <b>89</b> |
| Ease of scheduling a visit                                | 89        |
| Availability of staff                                     | 86        |
| Professionalism of staff                                  | 91        |

**Field Visit**

## Impact on Satisfaction 1.9

Eighty-nine percent of Specialty Crop Farmer respondents received a visit from NRCS to look at their farm or land. Four out of five times (80%) the same person from the field office also visited their farm or home.

| Received a visit from NRCS to look at your farm or land           |     |
|---|-----|
| Yes   | 89% |
| No  | 10% |
| Don't Know  | 1%  |
| <b>Number of Respondents</b>                                      |     |
| <b>236</b>  |     |
| Same person from NRCS field office also visited your farm or home |     |
| Yes   | 80% |
| No  | 10% |
| Did not visit the field office                                    | 6%  |
| Don't Know  | 4%  |
| <b>Number of Respondents</b>                                      |     |
| <b>210</b>  |     |

The Field Visit has a very high impact on satisfaction for Specialty Crop Farmers with an impact value of 1.9. The area of Field Visit rates high with a score of 87. The site visits are easy to schedule (89) and staff members were found to be knowledgeable (89). Respondents thought staff performed a thorough inventory of needs and opportunities on their property (87). Follow up was mostly in a timely manner (87). While a rating of 84 for providing practical solutions indicates that for most the solution was practical, there may be an opportunity to improve upon this score. Given the high impact that field visit has on satisfaction, this should be an area to target for improvement.

| Field Visit   | 87 |
|---|----|
| Ease of scheduling site visit   | 89 |
| Knowledge of staff member making site visit                                     | 89 |
| Performed a thorough inventory of your needs and opportunities on your property | 87 |
| Followed up with you in a timely manner   | 87 |
| Provided practical solutions  | 84 |

**Communication/Outreach**

## Impact on Satisfaction 1.8

One-third of Specialty Crop Farmers mention Financial Assistance/Information as the most helpful type of assistance /information. Technical Assistance/Information was mentioned by nearly that same amount (31%) as being the most helpful type of assistance and one-fifth (21%) mentioned Education Information.

As for the reasons Specialty Crop Farmers thought farmers in the community have chosen not to work with NRCS, distrust of government was mentioned by 22%. Eleven percent thought it was because they thought farmers did not understand NRCS programs. Other responses accounted for 78% of responses. Verbatim comments are included in the Appendix D.

| <b>Most helpful types of assistance/information</b>                        |            |
|--|------------|
| Technical Assistance/information   | 31%        |
| Financial Assistance/information   | 33%        |
| Information/education information  | 21%        |
| Other  | 15%        |
| <b>Number of Respondents</b>   | <b>236</b> |
| <b>Reasons why farmers in community have chosen not to work with NRCS*</b> |            |
| Did not qualify for NRCS Programs  | 4%         |
| Do not understand NRCS Programs  | 11%        |
| Past mistreatment/discrimination   | 3%         |
| Conservation practices are too costly                                      | 3%         |
| Distrust of Government/Do not want to work with Government                 | 22%        |
| Lacked funds to pay for upfront costs before reimbursement                 | 5%         |
| Other  | 78%        |
| <b>Number of Respondents</b>   | <b>236</b> |

For Specialty Crop Farmers, direct mail was the preferred method of receiving information with 62% selecting that choice. Over one-quarter (27%) mentioned e-mail and 18% of Specialty Crop Farmers preferred in-person. \*Multiple answers were allowed so answers may not add to 100%.

| <b>Preferred method of receiving information*</b> |            |
|---|------------|
| In-person   | 18%        |
| Newspaper   | 8%         |
| Fact Sheets                                       | 1%         |
| Brochures   | 8%         |
| Farm Magazines                                    | 3%         |
| Direct Mail                                       | 62%        |
| NRCS website                                      | 1%         |
| Non Profit website                                | 0%         |
| Conservation District                             | 0%         |
| Email   | 27%        |
| DVDs  | 0%         |
| Computer online course                            | 0%         |
| Local meetings                                    | 0%         |
| Demonstrations from a working farm                | 0%         |
| Friends or neighbors                              | 0%         |
| Family  | 0%         |
| Other   | 19%        |
| <b>Number of Respondents</b>                      | <b>236</b> |

Communications and outreach had a strong impact on satisfaction of Specialty Crop Farmers with an impact value of 1.8. This may be the best opportunity for NRCS to drive satisfaction with Specialty Crop Farmers. Performance is solid, but with a score of 80 it is lower than other areas measured.

Respondents gave NRCS best ratings in the area of communications/outreach for the timeliness of information and the information addressing conservation needs – both were rated 81. Information being easy to understand was rated the lowest with a score of 77. Providing information in a manner that is easier to understand, more timely and better addressing the needs of Specialty Crop Farmers appear to be opportunities to improve.

| <b>Communication/Outreach</b>                        | <b>80</b> |
|--|-----------|
| Information provided was timely                      | 81        |
| Information is easy to understand                    | 77        |
| Information provided addresses my conservation needs | 81        |

**Application Process/Submission/Evaluation****Impact on Satisfaction 1.4**

Eighty-one percent of Specialty Crop Farmers respondents had applied for NRCS programs for cost share assistance.

| <b>Applied for any NRCS programs for cost share assistance</b> |            |
|--|------------|
| Yes  | 81%        |
| No   | 18%        |
| Don't Know   | 1%         |
| <b>Number of Respondents</b>                                   | <b>236</b> |

The application process/submission/evaluation had a sizable impact on satisfaction for Specialty Crop Farmers with an impact value of 1.4. This was the lowest rated area by Specialty Crop Farmers and an area that should be targeted for improvement. Quickness of response was the highest rated item in this area (79). Ease of submitting an application (77) and clarity of program information (76) may be particular items to target for improvement.

| <b>Application Process/Submission/Evaluation</b> | <b>77</b> |
|--|-----------|
| Ease of submitting an application                | 77        |
| Program eligibility information is clear         | 76        |
| Quickness of the response received from NRCS     | 79        |

**Outcomes**

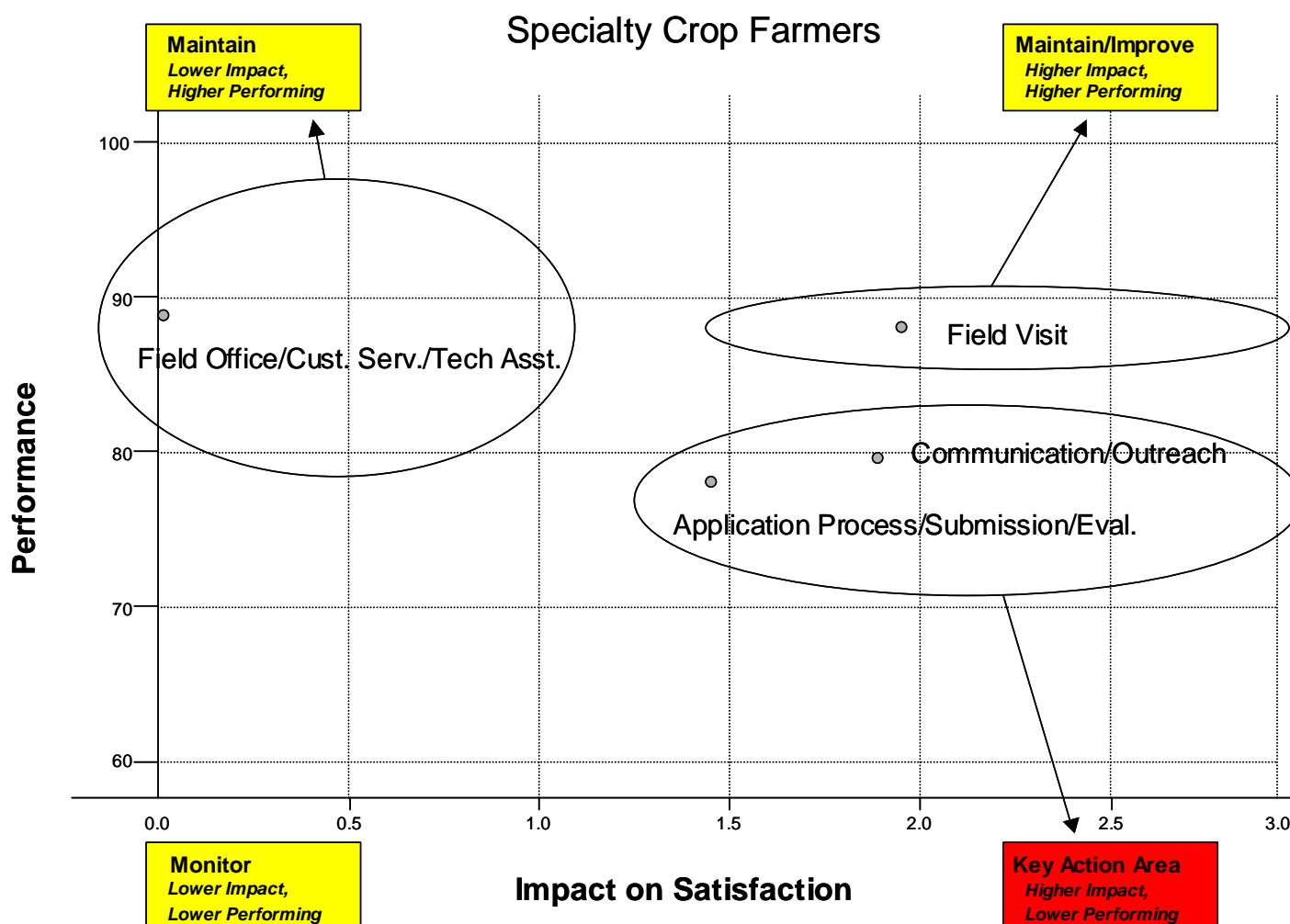
Three outcomes were measured for NRCS. The outcome scores indicate a likelihood rating on a 0 to 100 scale and not a percentage. Specialty Crop Farmers were mostly likely to return to NRCS in the future with a score of 85. Specialty Crop Farmers were mostly likely to recommend NRCS (87). They also had a relatively high degree of confidence in NRCS (82).

|   |           |
|---|-----------|
| <b>Likelihood to Return to NRCS in Future</b> | <b>85</b> |
| <b>Likelihood to Recommend NRCS</b>           | <b>87</b> |
| <b>Confidence in NRCS</b>                     | <b>82</b> |

## Recommendations

It is recommended to focus on the higher impact and lower performing areas as the highest priority. Field Visits have the highest impact on customer satisfaction for Specialty Crop Farmer, but this is also a high performing area, where even small improvement may be difficult to attain. Maintaining performance rather than targeting for improvement should be the course of action with field visits. The areas of communication/outreach and applications process/submission/evaluation are the key action areas, which have high impacts and relative to other areas, are lower performing. The application process could be improved for Specialty Crop Farmers by providing clearer program eligibility information, improving the application submission process and with quicker responses to Specialty Crop Farmers from NRCS. With respect to communications/outreach, the focus should be on providing Specialty Crop Farmers with information that is easier to understand.

Field Office/Customer Service/Technical Assistance has a very low impact on satisfaction and is a high performing area, maintain the current level of performance rather than target this area for improvement at this time.





## Demographics – Specialty Crop Farmers

The tables on the follow two pages provide demographic information for the Specialty Crop Farmer respondents.

|   |            |
|---|------------|
| <b>Age</b>  |            |
| Under 45  | 17%        |
| 45-54   | 34%        |
| 55-64   | 28%        |
| 65 and over   | 19%        |
| Refused   | 2%         |
| <b>Number of Respondents</b>  | <b>236</b> |
| <b>Race*</b>  |            |
| White   | 85%        |
| Black or African American   | 6%         |
| American Indian or Alaska Native  | 1%         |
| Asian   | 3%         |
| Native Hawaiian or other Pacific Islander                                       | 1%         |
| Other race  | 3%         |
| Don't Know  | 0%         |
| Refused   | 3%         |
| <b>Number of Respondents</b>  | <b>236</b> |
| <b>Hispanic, Latino, or Spanish origin</b>                                      |            |
| Yes   | 4%         |
| No  | 95%        |
| Don't Know  | 1%         |
| Refused   | 0%         |
| <b>Number of Respondents</b>  | <b>236</b> |
| <b>Full-time or part-time farmer</b>  |            |
| Full-time   | 73%        |
| Part-time   | 25%        |
| Refused   | 2%         |
| <b>Number of Respondents</b>  | <b>236</b> |
| <b>Farming as an individual/family farm or as a member of a business entity</b> |            |
| Individual/Family Farm  | 78%        |
| Member of Business Entity   | 12%        |
| Both Individual/Family and Member of Business Entity                            | 8%         |
| Don't Know  | 1%         |
| Refused   | 0%         |
| <b>Number of Respondents</b>  | <b>236</b> |

**Demographics – Specialty Crop Farmers (cont.)**

|   |            |
|---|------------|
| <b>Total annual income in 2007 before taxes</b> |            |
| Less than \$10,000                              | 7%         |
| Between \$10,000 and \$24,999                   | 8%         |
| Between \$25,000 and \$49,999                   | 14%        |
| Between \$50,000 and \$74,999                   | 17%        |
| Between \$75,000 and \$99,999                   | 9%         |
| Between \$100,000 and \$249,999                 | 20%        |
| \$250,000 or more                               | 13%        |
| Don't Know                                      | 3%         |
| Refused   | 8%         |
| <b>Number of Respondents</b>                    | <b>236</b> |
| <b>Total annual gross FARM sales in 2007</b>    |            |
| Less than \$10,000                              | 17%        |
| Between \$10,000 and \$24,999                   | 12%        |
| Between \$25,000 and \$99,999                   | 17%        |
| Between \$100,000 and \$249,999                 | 16%        |
| \$250,000 or more                               | 28%        |
| Don't Know                                      | 4%         |
| Refused   | 6%         |
| <b>Number of Respondents</b>                    | <b>236</b> |
| <b>Highest level of education completed</b>     |            |
| Less than high school graduate                  | 2%         |
| High school graduate                            | 17%        |
| Some college                                    | 17%        |
| Trade/technical/vocational training             | 6%         |
| College graduate                                | 39%        |
| Post-graduate work/Degree                       | 19%        |
| <b>Number of Respondents</b>                    | <b>236</b> |
| <b>Gender</b>                                   |            |
| Male  | 82%        |
| Female  | 18%        |
| <b>Number of Respondents</b>                    | <b>236</b> |

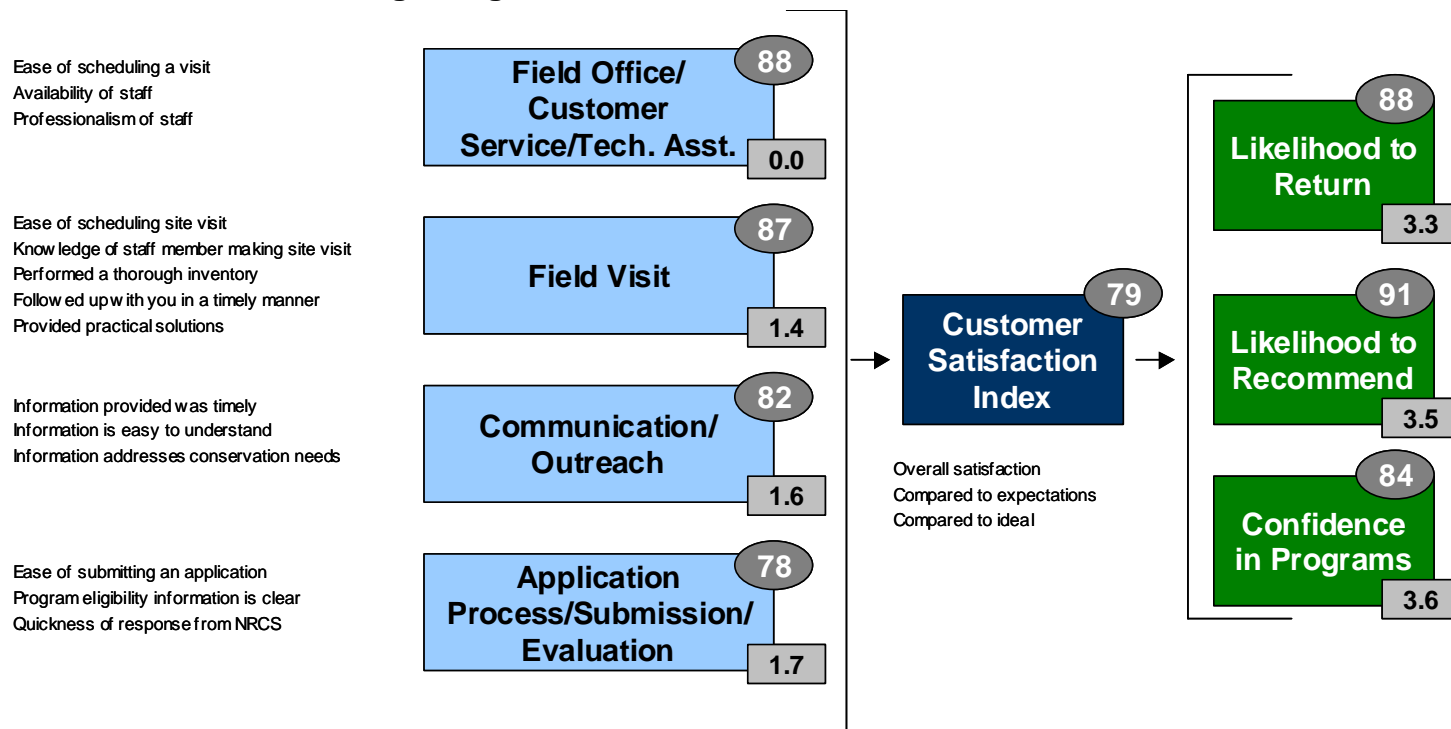
## **BEGINNING FARMERS**

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## Results: Beginning Farmers

### USDA NRCS Beginning Farmers Customer Satisfaction Model



The 90% confidence interval for the Customer Satisfaction Index is +/- 2.1 points.

The above figure shows the customer satisfaction model for Beginning Farmers. The four boxes on the left hand side of the model (Field Office/Customer Service/Tech. Asst., Field Visit, Communication/Outreach, Application Process/Submission/Evaluation) represent drivers of satisfaction. The performance in each of these areas is shown by the scores in the oval, which are on a 0 to 100 scale, where 0 means poor and 100 means excellent. These scores are derived from the weighted average of the ratings from a grouping of questions about each area. The specific items for each driver are shown on the far left of the figure. Detailed scores for each of these areas are provided in this report. Generally, scores in the 80s and 90s indicate a strong level of performance.

These satisfaction drivers have a relationship to satisfaction or impact, the values of which are shown in the rectangles. These impact scores are derived from a regression model using data from customer responses. Impacts represent the expected change in the customer satisfaction index given a five-point improvement in a driver area. For example, if the area of Communication/Outreach were to improve by five points from 82 to 87, the customer satisfaction index would increase by the value of its impact – 1.6 points to 80.6 as a result. As with scores, impacts are also relative to one another. A low impact or zero impact does not mean a component is unimportant. Rather, it means that a five-point change in that one component is unlikely to result in much improvement in Satisfaction at this time. Therefore, components with higher impacts are generally recommended for improvement first, especially if scores are lower for those components.

The right hand side of the model shows outcome behaviors such as likelihood to return, likelihood to recommend and confidence in programs from NRCS. These behaviors are driven by satisfaction and the impact satisfaction has on the behaviors is shown with their impact scores. There are two sets of numbers shown for the outcomes, the scores (on a 0 to 100 scale) which show the likelihood or confidence that the respondent has. These are not percentages but rather are averages. The impacts shown reflect the impact that a five-point improvement in satisfaction would have on the behavior. Thus, a five-point improvement in satisfaction would increase the likelihood to return by 3.3 points to 91.3.

## Customer Satisfaction

The **Customer Satisfaction Index (CSI)** is a weighted average of three questions. The questions are answered on 1 to 10 scale and converted to a 0 to 100 scale for reporting purposes. The three questions measure: Overall satisfaction, Satisfaction compared to expectations, and Satisfaction compared to an “ideal” organization. The model assigns the weights to each question in a way that maximizes the ability of the index to predict changes in agency satisfaction.

**The 2008 Customer Satisfaction Index (CSI) for Beginning Farmers is 79 on a scale of 0 to 100.** This score indicates a high level of satisfaction and is 11 points above the federal government average (68).

|                              |           |
|------------------------------|-----------|
| <b>Customer Satisfaction</b> | <b>79</b> |
| Overall satisfaction         | 84        |
| Compared to expectations     | 74        |
| Compared to ideal            | 76        |

## Drivers of Customer Satisfaction

### Field Office/Customer Service/Technical Assistance

Impact on Satisfaction 0.0

Nearly all of the Beginning Farmer respondents (95%) contacted NRCS to directly request assistance with concerns on their property and in nearly all of those cases (96%) they have visited an NRCS field office. Just under half (47%) of the respondents have walked-in, while 45% have scheduled a visit.

|   |            |
|---|------------|
| <b>Contacted NRCS directly to request assistance with concerns on your property</b> |            |
| Yes   | 95%        |
| No  | 3%         |
| Don't Know  | 2%         |
| <b>Number of Respondents</b>  | <b>250</b> |
| <b>Visited an NRCS field office</b>   |            |
| Yes   | 96%        |
| No  | 3%         |
| Don't Know  | 0%         |
| <b>Number of Respondents</b>  | <b>237</b> |
| <b>Scheduled visit or walked-in</b>   |            |
| Scheduled visit   | 45%        |
| Walked-in   | 47%        |
| Don't Know  | 7%         |
| <b>Number of Respondents</b>  | <b>228</b> |

For Beginning Farmers Field Office/Customer Service/Technical Assistance had an impact of 0.0 on customer satisfaction. This does not mean that this area is unimportant to them, but rather than an increase in performance will not drive satisfaction. Beginning Farmers rated this as a high performing area with a performance score of 88. Ease of scheduling visit and professionalism of staff were rated highest – both scored 90. Availability of staff, while scoring somewhat lower (85) still rated highly enough to indicate availability was not an issue for Beginning Farmers. Given the impact of zero in this area, NRCS should not use resources to improve this area, but rather maintain the current level of performance.

|   |           |
|---|-----------|
| <b>Field Office/Customer Service/Technical Assistance</b> | <b>88</b> |
| Ease of scheduling a visit                                | 90        |
| Availability of staff                                     | 85        |
| Professionalism of staff                                  | 90        |

**Field Visit**

## Impact on Satisfaction 1.4

Ninety-four percent of Specialty Crop Farmer respondents received a visit from NRCS to look at their farm or land. Usually (89%) the same person from the field office also visited their farm or home.

| <b>Received a visit from NRCS to look at your farm or land</b>           |            |
|--|------------|
| Yes  | 94%        |
| No   | 4%         |
| Don't Know   | 2%         |
| <b>Number of Respondents</b>   | <b>250</b> |
| <b>Same person from NRCS field office also visited your farm or home</b> |            |
| Yes  | 89%        |
| No   | 8%         |
| Did not visit the field office   | 1%         |
| Don't Know   | 2%         |
| <b>Number of Respondents</b>   | <b>235</b> |

The Field Visit has a sizable impact on satisfaction for Beginning Farmers with an impact value of 1.4. The area of Field Visit also rates high with a score of 87. The site visits are easy to schedule (88) and the staff members were found to be knowledgeable (88). Beginning Farmers thought staff performed a thorough inventory of needs and opportunities on their property (86). Follow up was rated as being done in a timely manner (86) and the solutions that were provide were found to be practical (85).

| <b>Field Visit</b>   | <b>87</b> |
|--|-----------|
| Ease of scheduling site visit  | 88        |
| Knowledge of staff member making site visit                                    | 88        |
| Performed a through inventory of your needs and opportunities on your property | 86        |
| Followed up with you in a timely manner  | 86        |
| Provided practical solutions   | 85        |

**Communication/Outreach**

## Impact on Satisfaction 1.6

Two-fifths of Beginning Farmers mention Financial Assistance/Information as the most helpful type of assistance /information. Technical Assistance/Information was mentioned by one-quarter (26%) as being the most helpful type of assistance and 18% mentioned Education Information.

As for the reasons Beginning Farmers thought farmers in the community have chosen not to work with NRCS, distrust of government was mentioned by 20%. Fourteen percent thought it was because they thought farmers did not understand NRCS programs. Other responses accounted for 69% of responses. Verbatim comments are included in the Appendix D.

| <b>Most helpful types of assistance/information</b>                        |            |
|--|------------|
| Technical Assistance/information   | 26%        |
| Financial Assistance/information   | 40%        |
| Information/education information  | 18%        |
| Other  | 16%        |
| <b>Number of Respondents</b>   | <b>250</b> |
| <b>Reasons why farmers in community have chosen not to work with NRCS*</b> |            |
| Did not qualify for NRCS Programs  | 4%         |
| Do not understand NRCS Programs  | 14%        |
| Past mistreatment/discrimination   | 1%         |
| Conservation practices are too costly                                      | 4%         |
| Distrust of Government/Do not want to work with Government                 | 20%        |
| Lacked funds to pay for upfront costs before reimbursement                 | 4%         |
| Other  | 69%        |
| <b>Number of Respondents</b>   | <b>250</b> |

For Beginning Farmers, direct mail was the preferred method of receiving information with 68 % selecting that choice. One-quarter of Beginning Farmers (25%) mentioned e-mail as preferred method and 14% of Beginning Farmers preferred in-person. \*Multiple answers were allowed so answers may not add to 100%.

| <b>Preferred method of receiving information*</b> |            |
|---|------------|
| In-person   | 14%        |
| Newspaper   | 6%         |
| Fact Sheets                                       | 0%         |
| Brochures   | 4%         |
| Farm Magazines                                    | 1%         |
| Direct Mail                                       | 68%        |
| NRCS website                                      | 4%         |
| Non Profit website                                | 1%         |
| Conservation District                             | 1%         |
| Email   | 25%        |
| DVDs  | 0%         |
| Computer online course                            | 0%         |
| Local meetings                                    | 1%         |
| Demonstrations from a working farm                | 0%         |
| Friends or neighbors                              | 3%         |
| Family  | 2%         |
| Other   | 15%        |
| <b>Number of Respondents</b>                      |            |
|   | <b>250</b> |

Communications and outreach had a strong impact on satisfaction with an impact value of 1.6. Performance is relatively strong in this area with a score of 82. Respondents gave NRCS best ratings for the timeliness of information and the information addressing conservation needs – both were rated 84. Information being easy to understand was rated lower at 78. Providing information in a manner that is easier to understand may be a secondary opportunity to improve satisfaction of Beginning Farmers.

| <b>Communication/Outreach</b>                        | <b>82</b> |
|--|-----------|
| Information provided was timely                      | 84        |
| Information is easy to understand                    | 78        |
| Information provided addresses my conservation needs | 84        |

### **Application Process/Submission/Evaluation**

Impact on Satisfaction 1.7

Eighty-seven percent of Beginning Farmers respondents had applied for NRCS programs for cost share assistance.

| <b>Applied for any NRCS programs for cost share assistance</b> |            |
|--|------------|
| Yes  | 87%        |
| No   | 11%        |
| Don't Know   | 2%         |
| <b>Number of Respondents</b>                                   |            |
|  | <b>250</b> |



The application process/submission/evaluation had a strong impact on satisfaction for Beginning Farmers with an impact value of 1.7. Application process/submission/evaluation among Beginning Farmers should be a key action area for NRCS. This was the lowest rated area by Beginning Farmers and had the highest impact on satisfaction. Quickness of response (78), ease of submitting an application (79) and clarity of program information (77) all appear to be particular items to target for improvement.

|  |           |
|--|-----------|
| <b>Application Process/Submission/Evaluation</b> | <b>78</b> |
| Ease of submitting an application                | 79        |
| Program eligibility information is clear         | 77        |
| Quickness of the response received from NRCS     | 78        |

## Outcomes

Three outcomes were measured for NRCS. The outcome scores indicate a likelihood rating on a 0 to 100 scale and not a percentage. Beginning Farmers were mostly likely to return to NRCS in the future with a score of 88. Beginning Farmers were quite likely to recommend NRCS (91). Beginning Farmers also had a relatively high degree of confidence in NRCS (84).

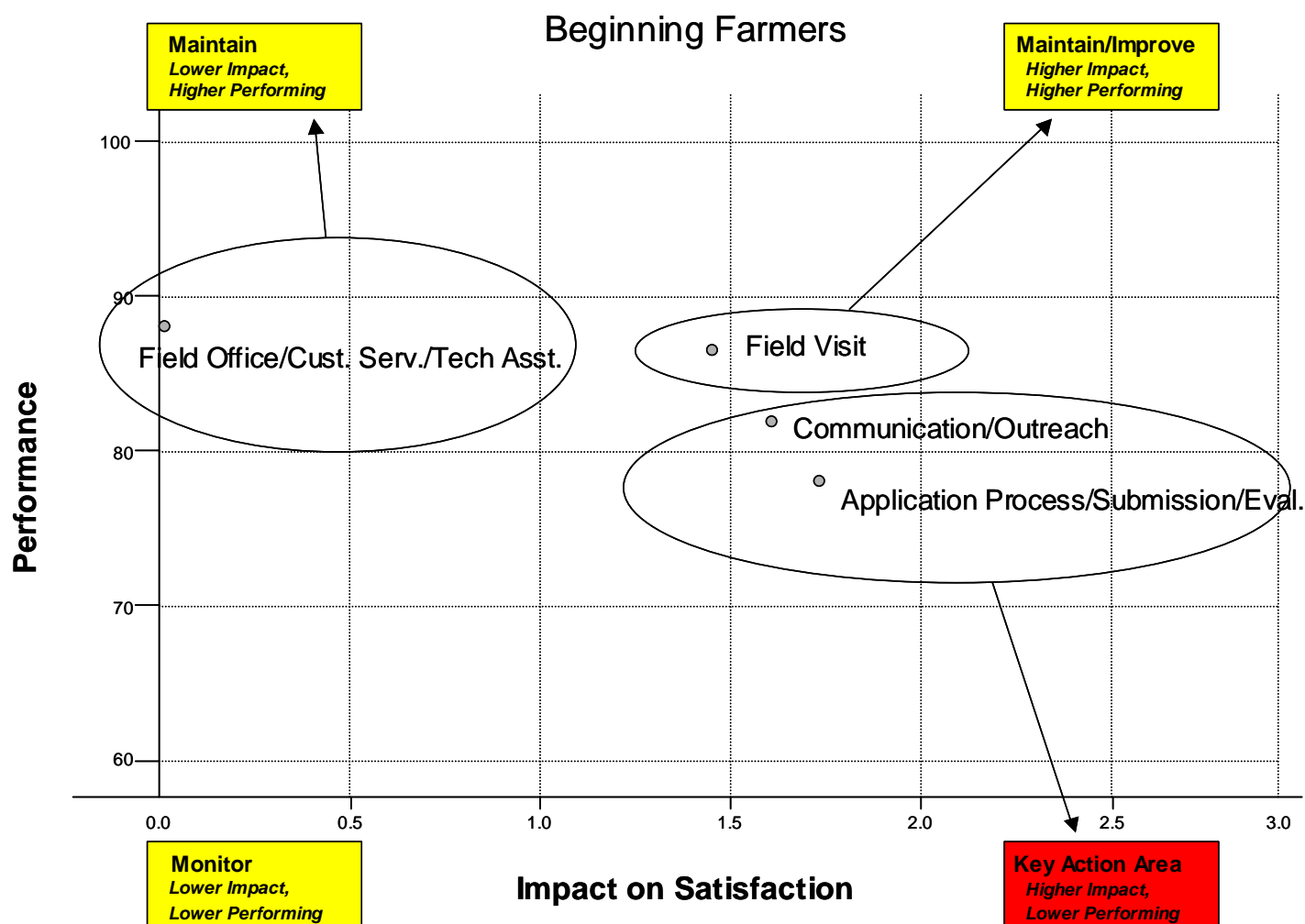
|   |           |
|---|-----------|
| <b>Likelihood to Return to NRCS in Future</b> | <b>88</b> |
| <b>Likelihood to Recommend NRCS</b>           | <b>91</b> |
| <b>Confidence in NRCS</b>                     | <b>84</b> |

## Recommendations

It is recommended to focus on the higher impact and lower performing areas as the highest priority. The areas of communication/outreach and applications process/submission/evaluation are the key action areas, which have high impacts and relative to other areas, are lower performing. The application process for Beginning Farmers should be a high priority area. Improvement should target providing clearer program eligibility information, improving the application submission process and giving quicker responses to Beginning Farmers from NRCS. With respect to communications/outreach, the focus should be on providing Beginning Farmers with information that is easier to understand.

Field Visits have relatively high impact on customer satisfaction for Beginning Farmers, but this is also a high performing area. Maintaining performance rather than targeting for improvement should be the course of action for the area of field visits.

Field Office/Customer Service/Technical Assistance has a very low impact on satisfaction and is a high performing area, maintain the current level of performance rather than target this area for improvement at this time.



## Demographics – Beginning Farmers

The tables on the follow two pages provide demographic information for the Beginning Farmer respondents.

|   |            |
|---|------------|
| <b>Age</b>  |            |
| Under 45  | 43%        |
| 45-54   | 22%        |
| 55-64   | 23%        |
| 65 and over   | 11%        |
| Refused   | 1%         |
| <b>Number of Respondents</b>  | <b>250</b> |
| <b>Race*</b>  |            |
| White   | 89%        |
| Black or African American   | 4%         |
| American Indian or Alaska Native  | 3%         |
| Asian   | 2%         |
| Native Hawaiian or other Pacific Islander                                       | 1%         |
| Other race  | 4%         |
| Don't Know  | 0%         |
| Refused   | 0%         |
| <b>Number of Respondents</b>  | <b>250</b> |
| <b>Hispanic, Latino, or Spanish origin</b>                                      |            |
| Yes   | 6%         |
| No  | 94%        |
| Don't Know  | 0%         |
| Refused   | 0%         |
| <b>Number of Respondents</b>  | <b>250</b> |
| <b>Full-time or part-time farmer</b>  |            |
| Full-time   | 44%        |
| Part-time   | 54%        |
| Refused   | 3%         |
| <b>Number of Respondents</b>  | <b>250</b> |
| <b>Farming as an individual/family farm or as a member of a business entity</b> |            |
| Individual/Family Farm  | 89%        |
| Member of Business Entity   | 8%         |
| Both Individual/Family and Member of Business Entity                            | 3%         |
| Don't Know  | 0%         |
| Refused   | 0%         |
| <b>Number of Respondents</b>  | <b>250</b> |

**Demographics – Beginning Farmers (cont.)**

|   |            |
|---|------------|
| <b>Total annual income in 2007 before taxes</b> |            |
| Less than \$10,000                              | 10%        |
| Between \$10,000 and \$24,999                   | 6%         |
| Between \$25,000 and \$49,999                   | 17%        |
| Between \$50,000 and \$74,999                   | 18%        |
| Between \$75,000 and \$99,999                   | 8%         |
| Between \$100,000 and \$249,999                 | 16%        |
| \$250,000 or more                               | 7%         |
| Don't Know                                      | 8%         |
| Refused   | 9%         |
| <b>Number of Respondents</b>                    | <b>250</b> |
| <b>Total annual gross FARM sales in 2007</b>    |            |
| Less than \$10,000                              | 42%        |
| Between \$10,000 and \$24,999                   | 10%        |
| Between \$25,000 and \$99,999                   | 15%        |
| Between \$1000,000 and \$249,999                | 9%         |
| \$250,000 or more                               | 8%         |
| Don't Know                                      | 8%         |
| Refused   | 7%         |
| <b>Number of Respondents</b>                    | <b>250</b> |
| <b>Highest level of education completed</b>     |            |
| Less than high school graduate                  | 0%         |
| High school graduate                            | 14%        |
| Some college                                    | 23%        |
| Trade/technical/vocational training             | 8%         |
| College graduate                                | 37%        |
| Post-graduate work/Degree                       | 18%        |
| <b>Number of Respondents</b>                    | <b>250</b> |
| <b>Gender</b>                                   |            |
| Male  | 71%        |
| Female  | 29%        |
| <b>Number of Respondents</b>                    | <b>250</b> |

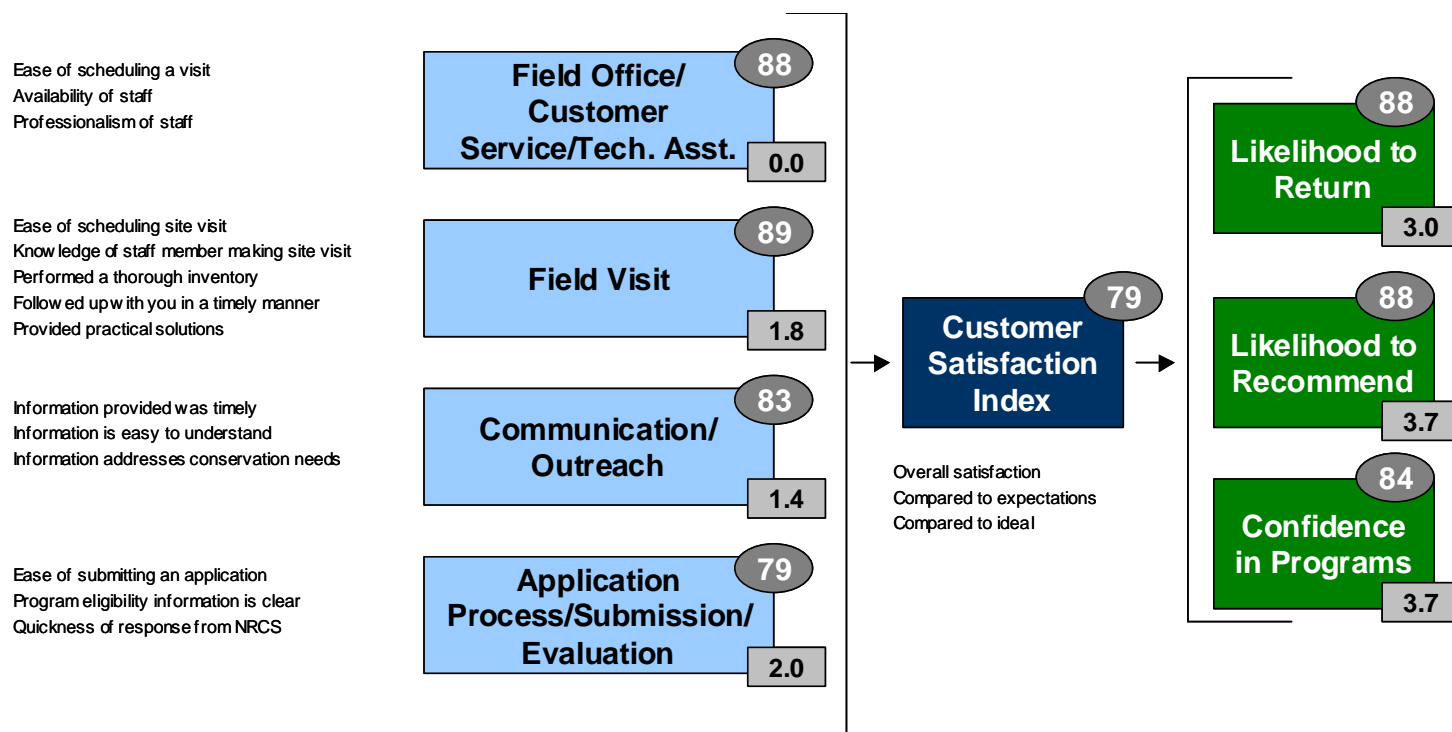
## **HISTORICALLY UNDERSERVED FARMERS**

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## Results: Historically Underserved Farmers

### USDA NRCS Historically Underserved Customer Satisfaction Model



The 90% confidence interval for the Customer Satisfaction Index is +/- 2.1 points.

The above figure shows the customer satisfaction model for Historically Underserved Farmers. The four boxes on the left hand side of the model (Field Office/Customer Service/Tech. Asst., Field Visit, Communication/Outreach, Application Process/Submission/Evaluation) represent drivers of satisfaction. The performance in each of these areas is shown by the scores in the oval, which are on a 0 to 100 scale, where 0 means poor and 100 means excellent. These scores are derived from the weighted average of the ratings from a grouping of questions about each area. The specific items for each driver are shown on the far left of the figure. Detailed scores for each of these areas are provided in this report. Generally, scores in the 80s and 90s indicate a strong level of performance.

These satisfaction drivers have a relationship to satisfaction or impact, the values of which are shown in the rectangles. These impact scores are derived from a regression model using data from customer responses. Impacts represent the expected change in the customer satisfaction index given a five-point improvement in a driver area. For example, if the area of Communication/Outreach were to improve by five points from 83 to 88, the customer satisfaction index would increase by the value of its impact – 1.4 points to 80.4 as a result. As with scores, impacts are also relative to one another. A low impact or zero impact does not mean a component is unimportant. Rather, it means that a five-point change in that one component is unlikely to result in much improvement in Satisfaction at this time. Therefore, components with higher impacts are generally recommended for improvement first, especially if scores are lower for those components.

The right hand side of the model shows outcome behaviors such as likelihood to return, likelihood to recommend and confidence in programs from NRCS. These behaviors are driven by satisfaction and the impact satisfaction has on the behaviors is shown with their impact scores. There are two sets of numbers shown for the outcomes, the scores (on a 0 to 100 scale), which show the likelihood, or confidence that the respondent has. These are not percentages but rather are averages. The impacts

*shown reflect the impact that a five-point improvement in satisfaction would have on the behavior. Thus, a five-point improvement in satisfaction would increase the likelihood to return by 3.0 points to 91.0.*

## Customer Satisfaction

The **Customer Satisfaction Index (CSI)** is a weighted average of three questions. The questions are answered on 1 to 10 scale and converted to a 0 to 100 scale for reporting purposes. The three questions measure: Overall satisfaction, Satisfaction compared to expectations, and Satisfaction compared to an "ideal" organization. The model assigns the weights to each question in a way that maximizes the ability of the index to predict changes in agency satisfaction.

**The 2008 Customer Satisfaction Index (CSI) for Historically Underserved Farmers is 79 on a scale of 0 to 100.** This score indicates a high level of satisfaction and is 11 points above the federal government average (68).

|                              |           |
|------------------------------|-----------|
| <b>Customer Satisfaction</b> | <b>79</b> |
| Overall satisfaction         | 85        |
| Compared to expectations     | 75        |
| Compared to ideal            | 76        |

## Drivers of Customer Satisfaction

### Field Office/Customer Service/Technical Assistance

Impact on Satisfaction 0.0

Most of the Historically Underserved Farmer respondents (91%) contacted NRCS to directly request assistance with concerns on their property and in most of those cases (92%) they have visited an NRCS field office. Just over one-third of Historically Underserved Farmers (36%) have walked-in, while well over half (57%) have scheduled a visit.

|   |            |
|---|------------|
| <b>Contacted NRCS directly to request assistance with concerns on your property</b> |            |
| Yes   | 91%        |
| No  | 8%         |
| Don't Know  | 0%         |
| <b>Number of Respondents</b>  | <b>250</b> |
| <b>Visited an NRCS field office</b>   |            |
| Yes   | 92%        |
| No  | 7%         |
| Don't Know  | 1%         |
| <b>Number of Respondents</b>  | <b>228</b> |
| <b>Scheduled visit or walked-in</b>   |            |
| Scheduled visit   | 57%        |
| Walked-in   | 36%        |
| Don't Know  | 7%         |
| <b>Number of Respondents</b>  | <b>209</b> |

For Historically Underserved Farmers Field Office/Customer Service/Technical Assistance had an impact of 0.0 on customer satisfaction. This does not mean that this area is unimportant to them, but rather than an increase in performance will not drive satisfaction. Historically Underserved Farmers rated this as a high performing area with a performance score of 88. Ease of scheduling visit rated highest (92), while professionalism of staff scored 90. Availability of staff, while scoring lower than the other two items in this area (86) still rated highly enough to indicate availability was not an issue for Historically Underserved Farmers. Given the impact of zero in this area, NRCS should not use resources to improve this area, but rather maintain the current level of performance.



|   |           |
|---|-----------|
| <b>Field Office/Customer Service/Technical Assistance</b> | <b>88</b> |
| Ease of scheduling a visit                                | 92        |
| Availability of staff                                     | 86        |
| Professionalism of staff                                  | 90        |

### Field Visit

Impact on Satisfaction 1.8

Eighty-seven percent of Beginning Farmer respondents received a visit from NRCS to look at their farm or land. Usually (87%) the same person from the field office also visited their farm or home.

|  |            |
|--|------------|
| <b>Received a visit from NRCS to look at your farm or land</b>           |            |
| Yes  | 87%        |
| No   | 12%        |
| Don't Know   | 2%         |
| <b>Number of Respondents</b>   | <b>250</b> |
| <b>Same person from NRCS field office also visited your farm or home</b> |            |
| Yes  | 87%        |
| No   | 7%         |
| Did not visit the field office   | 4%         |
| Don't Know   | 2%         |
| <b>Number of Respondents</b>   | <b>217</b> |

The Field Visit has a very high impact on satisfaction for Historically Underserved Farmers with an impact value of 1.8. The area of Field Visit also rates very high with Historically Underserved Farmers with a score of 89. The site visits are easy to schedule (90). The staff members were found to be knowledgeable and respondents thought they performed a thorough inventory of needs and opportunities on the customers' property – both scored 90. Follow up was in a timely manner (90) and the solutions that were provided were found to be practical (87).

|   |           |
|---|-----------|
| <b>Field Visit</b>  | <b>89</b> |
| Ease of scheduling site visit   | 90        |
| Knowledge of staff member making site visit                                     | 90        |
| Performed a thorough inventory of your needs and opportunities on your property | 90        |
| Followed up with you in a timely manner   | 90        |
| Provided practical solutions  | 87        |

### Communication/Outreach

Impact on Satisfaction 1.4

Thirty percent of Historically Underserved Farmers mention Technical Assistance/Information as the most helpful type of assistance /information. Financial Assistance/Information was mentioned by nearly as many (28%) as being the most helpful type of assistance and 26% mentioned Education Information.

As for the reasons Beginning Farmers thought farmers in the community have chosen not to work with NRCS, distrust of government was mentioned by 19% of respondents. Other responses accounted for 76% of responses. Verbatim comments are included in the Appendix D.

**Most helpful types of assistance/information**

|                                   |     |
|-----------------------------------|-----|
| Technical Assistance/information  | 30% |
| Financial Assistance/information  | 28% |
| Information/education information | 26% |
| Other                             | 17% |

**Number of Respondents****250****Reasons why farmers in community have chosen not to work with NRCS\***

|  |    |
|--|----|
| Did not qualify for NRCS Programs                          | 5% |
| Do not understand NRCS Programs                            | 6% |
| Past mistreatment/discrimination                           | 3% |
| Conservation practices are too costly                      | 4% |
| Distrust of Government/Do not want to work with Government | 4% |

Other

For Historically Underserved Farmers, direct mail was the preferred method of receiving information with 63 % selecting that choice. Nearly one-quarter (23%) of Historically Underserved Farmers mentioned e-mail as preferred method and 16% preferred in-person and 12% mentioned newspaper. \*Multiple answers were allowed so answers may not add to 100%.

Communications and outreach had a strong impact on satisfaction with an impact value of 1.4. Historically Underserved Farmers gave the communications/outreach highest scores for addressing their conservation needs (85) and for its timeliness (84). Information being easy to understand was rated the lowest with a score of 80. Providing easier to understand communications and outreach to Historically Underserved Farmers may be an opportunity to improve customer satisfaction.

| <b>Communication/Outreach</b>                        | <b>83</b> |
|--|-----------|
| Information provided was timely                      | 84        |
| Information is easy to understand                    | 80        |
| Information provided addresses my conservation needs | 85        |

**Application Process/Submission/Evaluation**

## Impact on Satisfaction 2.0

Eighty-four percent of Historically Underserved Farmer respondents had applied for NRCS programs for cost share assistance.

|  |            |
|--|------------|
| <b>Applied for any NRCS programs for cost share assistance</b> |            |
| Yes  | 84%        |
| No   | 13%        |
| Don't Know   | 3%         |
| <b>Number of Respondents</b>                                   | <b>250</b> |

The application process/submission/evaluation had a very high impact on satisfaction for Historically Underserved Farmers with an impact value of 2.0. Application process/submission/evaluation among Underserved Farmers should be a key action area for NRCS. This was the lowest rated area by Historically Underserved Farmers and had the highest impact on satisfaction. In particular, providing clear information about program eligibility (77) is an area to target. Ease of submitting application and quickness of response from NRCS each rated 80.

|  |           |
|--|-----------|
| <b>Application Process/Submission/Evaluation</b> | <b>79</b> |
| Ease of submitting an application                | 80        |
| Program eligibility information is clear         | 77        |
| Quickness of the response received from NRCS     | 80        |

**Outcomes**

Three outcomes were measured for NRCS. The outcome scores indicate a likelihood rating on a 0 to 100 scale and not a percentage. Historically Underserved Farmers were likely to return to NRCS in the future with a score of 88. They were just as likely to recommend NRCS (88) and had a relatively high degree of confidence in NRCS (84).

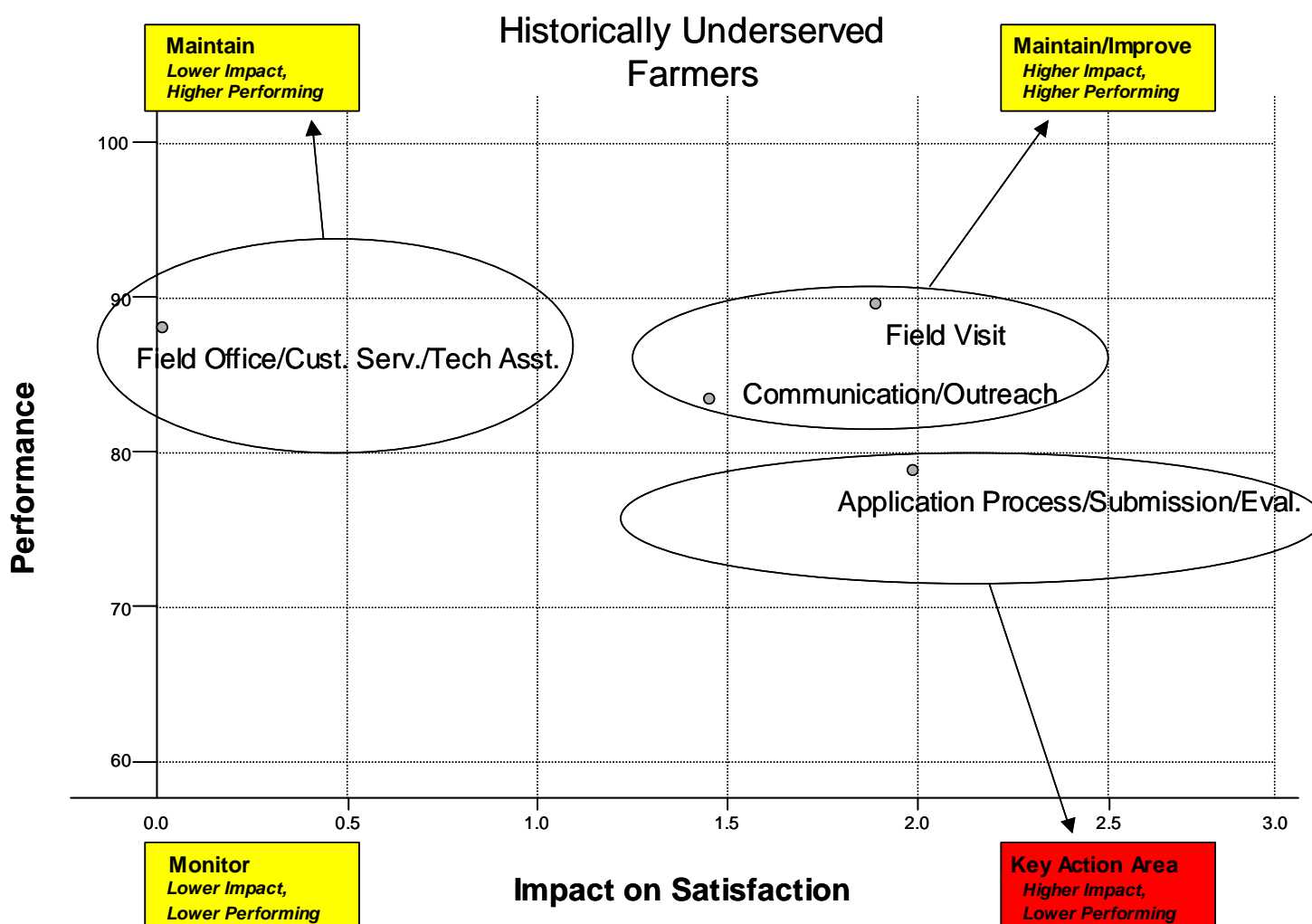
|   |           |
|---|-----------|
| <b>Likelihood to Return to NRCS in Future</b> | <b>88</b> |
| <b>Likelihood to Recommend NRCS</b>           | <b>88</b> |
| <b>Confidence in NRCS</b>                     | <b>84</b> |

## Recommendations

It is recommended to focus on the higher impact and lower performing areas as the highest priority. The areas of communication/outreach and applications process/submission/evaluation are the key action areas, which have high impacts and relative to other areas, are lower performing. The application process for Historically Underserved Farmers should be a high priority area. Improvement should target providing clearer program eligibility information, as well as improving the application submission process and giving quicker responses to Historically Underserved from NRCS.

Communications/outreach and field visits are higher performing, higher impact areas. Improvements in these areas will drive up satisfaction. However, given the higher level of performance, maintaining the current level of performance may be a more realistic recommendation.

Field Office/Customer Service/Technical Assistance has a very low impact on satisfaction and is a high performing area, maintain the current level of performance rather than target this area for improvement at this time.



## Demographics – Historically Underserved Farmers

The tables on the follow two pages provide demographic information for the Historically Underserved Farmer respondents.

|   |     |
|---|-----|
| <b>Age</b>  |     |
| Under 45  | 14% |
| 45-54   | 26% |
| 55-64   | 30% |
| 65 and over   | 29% |
| Refused   | 1%  |
| <b>Number of Respondents</b>  |     |
| <b>250</b>  |     |
| <b>Race*</b>  |     |
| White   | 77% |
| Black or African American   | 7%  |
| American Indian or Alaska Native  | 10% |
| Asian   | 2%  |
| Native Hawaiian or other Pacific Islander                                       | 2%  |
| Other race  | 3%  |
| Don't Know  | 0%  |
| Refused   | 1%  |
| <b>Number of Respondents</b>  |     |
| <b>250</b>  |     |
| <b>Hispanic, Latino, or Spanish origin</b>                                      |     |
| Yes   | 5%  |
| No  | 95% |
| Don't Know  | 0%  |
| Refused   | 0%  |
| <b>Number of Respondents</b>  |     |
| <b>250</b>  |     |
| <b>Full-time or part-time farmer</b>  |     |
| Full-time   | 62% |
| Part-time   | 33% |
| Refused   | 6%  |
| <b>Number of Respondents</b>  |     |
| <b>250</b>  |     |
| <b>Farming as an individual/family farm or as a member of a business entity</b> |     |
| Individual/Family Farm  | 82% |
| Member of Business Entity   | 8%  |
| Both Individual/Family and Member of Business Entity                            | 7%  |
| Don't Know  | 2%  |
| Refused   | 1%  |
| <b>Number of Respondents</b>  |     |
| <b>250</b>  |     |

**Demographics – Historically Underserved Farmers**

|   |            |
|---|------------|
| <b>Total annual income in 2007 before taxes</b> |            |
| Less than \$10,000                              | 11%        |
| Between \$10,000 and \$24,999                   | 12%        |
| Between \$25,000 and \$49,999                   | 18%        |
| Between \$50,000 and \$74,999                   | 14%        |
| Between \$75,000 and \$99,999                   | 14%        |
| Between \$100,000 and \$249,999                 | 12%        |
| \$250,000 or more                               | 7%         |
| Don't Know                                      | 5%         |
| Refused   | 6%         |
| <b>Number of Respondents</b>                    | <b>250</b> |
| <b>Total annual gross FARM sales in 2007</b>    |            |
| Less than \$10,000                              | 25%        |
| Between \$10,000 and \$24,999                   | 13%        |
| Between \$25,000 and \$99,999                   | 26%        |
| Between \$1000,000 and \$249,999                | 13%        |
| \$250,000 or more                               | 11%        |
| Don't Know                                      | 7%         |
| Refused   | 5%         |
| <b>Number of Respondents</b>                    | <b>250</b> |
| <b>Highest level of education completed</b>     |            |
| Less than high school graduate                  | 3%         |
| High school graduate                            | 21%        |
| Some college                                    | 21%        |
| Trade/technical/vocational training             | 4%         |
| College graduate                                | 33%        |
| Post-graduate work/Degree                       | 18%        |
| <b>Number of Respondents</b>                    | <b>250</b> |
| <b>Gender</b>                                   |            |
| Male  | 43%        |
| Female  | 57%        |
| <b>Number of Respondents</b>                    | <b>250</b> |

## **APPENDIX A: SURVEY QUESTIONNAIRE**

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# USDA NRCS - Customers

## Customer Satisfaction Survey

### FINAL VERSION

---

#### Verify Respondent

---

Intro1. Hello. The U.S. Department of Agriculture (USDA) Natural Resources Conservation Service (NRCS) has hired my company, [Data Collection Company], to call on their behalf to conduct a brief survey about the services they provide. My name is \_\_\_\_\_. May I please speak with \_\_\_\_\_?

#### WAIT FOR RESPONSE

1. Correct Person on Phone **(GO TO INTRO)**
2. Not correct person, but Person is available **(HOLD UNTIL RESPONDENT ANSWERS AND READ BELOW)**

Intro2. Hello. The US Department of Agriculture (USDA) Natural Resources Conservation Service (NRCS) has hired my company, [Data Collection Company], to call on their behalf. My name is \_\_\_\_\_. **(GO TO INTRO)**

1. If Person not available **(Schedule a call back)**
2. If No Such Person **"Thank you and have a nice day!"**
3. Refusal/Hung Up

---

#### Introduction

---

**NOTE: The Natural Resources Conservation Service (NRCS) provides technical and financial assistance to individuals, groups, and communities to make natural resource management decisions on private, tribal, and other non-federal lands that address, promote, and improve natural resources.**

We ask on behalf of the NRCS for your participation in a short survey that asks about your satisfaction with the assistance and services it provides.

This survey will take approximately 15 minutes of your time. This survey is authorized by the U.S. Office of Management and Budget Control No. 1505-0191.

(NOTE TO INTERVIEWER: IF THE RESPONDENT HAS ANY QUESTIONS ABOUT THE SURVEY PLEASE RECORD THE NATURE OF THEIR QUESTION AND HAVE THEM CONTACT MAGGIE RHODES (202-690-2264 or [maggie.rhodes@wdc.usda.gov](mailto:maggie.rhodes@wdc.usda.gov))

Intro3. Just to confirm, have you received assistance from the Natural Resources Conservation Service in the past two years?

1. Yes (Continue)
2. No (Terminate)
3. Don't Know (Terminate)

Intro4. Is now a good time?

1. Yes (Continue)
2. No "Can we schedule a time that is more convenient for you?"

(For all questions, please include choices 98 = Don't Know and 99 = Refused/Hung Up)

---

**Field Office/Customer Service/Technical Assistance**

---

Q1. Did you contact the Natural Resources Conservation Service directly to request assistance with concerns on your property?

1. Yes (Continue to Q2)
2. No (SKIP TO Q7)
3. Don't Know (SKIP TO Q7)

Q2. Did you visit an NRCS field office?

1. Yes (Continue to Q3)
2. No (Skip to Q7)
3. Don't Know (Skip to Q7)

Q3. Did you schedule your visit or walk-in?

1. Scheduled visit (Continue to Q4)
2. Walked-in (Read intro before Q4 and skip to Q5)
3. Don't know (Read intro before Q4 and skip to Q5)

Now think about your visit to the NRCS field office to get information about NRCS assistance and programs, on a scale from 1 to 10, where "1" is "Poor" and "10" is "Excellent" please rate the field office on the following:

Q4. Ease of scheduling a visit

Q5. Availability of staff

Q6. Professionalism of staff

---

**Field Visit**

---

Q7. Have you received a visit from NRCS to look at your farm or land?

1. Yes (Continue to Q8)
2. No (SKIP TO Q14)
3. Don't Know (SKIP TO Q14)

Q8. Did the same person from NRCS that you saw in the field office also visit your farm or home?

1. Yes
2. No
3. Did not visit the field office
4. Don't Know

Please think about the field visits and consultations you have received from NRCS. On a scale from “1” to “10,” where “1” is “poor” and “10” is “excellent,” please rate the field visits and consultations on the following:

- Q9. Ease of scheduling site visit
- Q10. Knowledge of staff member making site visit
- Q11. Performed a thorough inventory of your needs and opportunities on your property
- Q12. Followed up with you in a timely manner
- Q13. Provided practical solutions

---

#### Communication/Outreach

---

- Q14. How did you hear about the USDA, Natural Resources Conservation Service assistance and programs? *(NOTE TO INTERVIEWER: Do not read answer choices. Capture verbatim comments and code answer)*

- 1. Another Government agency
- 2. Non-government organization (NGO)
- 3. Workshop/Information session
- 4. Direct visit from staff
- 5. From USDA or NRCS website
- 6. Family member
- 7. Community leader
- 8. Friend
- 9. Other

- Q15. How do you prefer to receive information? *(NOTE TO INTERVIEWER: Do not read answer choices. Capture verbatim comments and code answer)*

- 1. In-person
- 2. Newspaper
- 3. Fact Sheets
- 4. Brochures
- 5. Farm Magazines
- 6. Direct Mail
- 7. NRCS website
- 8. Non Profit website
- 9. Conservation District
- 10. Email
- 11. DVDs
- 12. Computer online course
- 13. Local meetings
- 14. Demonstrations from a working farm
- 15. Friends or neighbors
- 16. Family

## 17. Other

Q16. Where do farmers in your community go to receive information on agriculture? *(NOTE TO INTERVIEWER: Do not read answer choices. Capture verbatim comments and code answer)*

1. Non-profit organizations
2. Universities
3. Family members
4. Soil and water conservation districts
5. Certified crop advisers
6. TSPs (Technical Service Providers)
7. Local agribusiness (e.g. grain dealers, chemical, machinery, etc.)
8. Extension service
9. Community leader
10. NRCS (Natural Resources Conservation Service)
11. Local cooperative
12. Internet
13. Other

Q17. What assistance/information is most helpful to you?

1. Technical Assistance/information
2. Financial Assistance/information
3. Information/education information (fact sheets, brochures, etc.)
4. Other (Specify)

Q18. What are some of the reasons why farmers in your community have chosen not to work with NRCS? *(NOTE TO INTERVIEWER: Do not read answer choices. Capture verbatim comments and code answer)*

1. Did not qualify for NRCS Programs
2. Do not understand NRCS Programs
3. Past mistreatment/discrimination
4. Conservation practices are too costly
5. Distrust of Government/Do not want to work with Government
6. Lacked funds to pay for upfront costs before reimbursement
7. Other

Think about the communication efforts with respect to the Natural Resources Conservation Service. Use a scale from 1 to 10, where 1 means "Poor" and 10 means "Excellent" to rate the following:

- Q19. Information provided was timely
- Q20. Information is easy to understand
- Q21. Information provided addresses my conservation needs
- Q22. What thing(s) can NRCS do to let more producers know about the programs and assistance it provides?

---

#### Application Process/ Submission/Evaluation

---

- Q23. Did you apply for any NRCS programs for cost share assistance? (If not skip to question website)
- 1. Yes (Continue to Q24)
  - 2. No (Skip to Q28)
  - 3. Don't Know (Skip to Q28)

Please think about the application submission process for the NRCS Programs. On a scale from "1" to "10," where "1" is "poor" and "10" is "excellent," please rate the following. If a question does not apply, please answer "does not apply":

- Q24. Ease of submitting an application
- Q25. Program eligibility information is clear
- Q26. Please rate the quickness of the response you received from NRCS. Use a scale from "1" to "10" where "1" means "not very timely" and "10" means "very timely."
- Q27. What suggestions do you have for improving the application process?

---

#### ACSI Benchmark Questions

---

*Now we are going to ask you to please consider your experiences with the assistance you have received from USDA Natural Resources Conservation Service (NRCS) in answering the following.*

- Q28. First, please consider all your experiences to date in getting assistance from NRCS. Using a 10-point scale on which "1" means "Very dissatisfied" and "10" means "Very satisfied," how satisfied are you with the assistance that you have received from NRCS?
- Q29. To what extent has the assistance you have received from NRCS fallen short of your expectations or exceeded your expectations? Please use a 10-point scale on which "1" now means "Falls short of your expectations" and "10" means "Exceeds your expectations."
- Q30. Forget about the assistance that you have received from NRCS a moment. Now, imagine what an ideal provider of this type of assistance may be like.  
  
How well do you think assistance from NRCS compares with that ideal? Please use a 10-point scale on which "1" means "Not very close to the ideal" and "10" means "Very close to the ideal."

---

Outcomes

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- Q31. If NRCS did not exist, where would you go to get this type of assistance? *(NOTE TO INTERVIEWER: Do not read answer choices. Capture verbatim comments and code answer)*
1. State Agencies/State Department of Agriculture
  2. Non-Governmental Organizations (NGOs)
  3. Consultants
  4. Community Based Organizations (CBOs)
  5. University
  6. Cooperative Extension
  7. Other
- Q32. How likely are you to return to NRCS for assistance in the future? Please use a scale from 1 to 10, where "1" means "not very likely" and "10" means "very likely."
- Q33. How likely would you be to recommend the USDA NRCS programs and services to others? Please use a scale from 1 to 10, where "1" means "not very likely" and "10" means "very likely."
- Q34. How confident are you in the assistance and solutions provided by NRCS programs and services resulting in the effective management of your land? Please use a scale from 1 to 10, where "1" means "not very confident" and "10" means "very confident."

---

Open-Ends

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- Q35. How could NRCS provide assistance, information and/or services to better meet your needs?
- Q36. How do you expect the new Farm Bill to impact you and your farming operations?

---

Demographics

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Now, I have a few questions that will help us in grouping your responses with other producers that are similar to you.

- QD1. What is your age, please?

[RECORD NUMBER OF YEARS]

Don't Know

REFUSED

- QD2. Do you consider your race(s) as? (Comment-QD2 and QD3 should be switch per Census and OPM list the other way.)

1. White
2. Black or African American
3. American Indian or Alaska Native
4. Asian
5. Native Hawaiian or other Pacific Islander
6. Other race
7. Don't Know
8. REFUSED

- QD3. Are you of Hispanic, Latino, or Spanish origin?

1. Yes
2. No
3. Don't Know
4. REFUSED

QD4. Are you a full-time or part-time farmer?

1. Full-time
2. Part-time
3. Refused

QD5. Are you farming as an individual or as a family farm, or are you farming as a member of a business entity? (Interview Read: A Business entity would include corporations, partnerships, estates, trusts, and other types of businesses.)

1. Individual/Family Farm
2. Member of Business Entity
3. Both Individual/Family and Member of Business Entity
98. Don't Know
99. Refused

(Family farm: A family farm is defined as a farm not operated by a hired manager and that is organized as a sole or family proprietorship.)

QD6. What was your total annual income in 2007 before taxes? (*READ CODES 1-7 AS NECESSARY*) (Recommendation asking for farm income and widening the ranges)

1. Less than \$10,000
2. Between \$10,000 and \$24,999
3. Between \$25,000 and \$49,999
4. Between \$50,000 and \$74,999
5. Between \$75,000 and \$99,999
6. Between \$100,000 and \$249,999
7. \$250,000 or more
8. Don't Know
9. Refused

QD7. What was your total annual gross FARM sales in 2007? (*READ CODES 1-7 AS NECESSARY*)

1. Less than \$10,000
2. Between \$10,000 and \$24,999
3. Between \$25,000 and \$99,999
4. Between \$100,000 and \$249,999
5. \$250,000 or more
6. Don't Know
7. Refused

QD8. What is the highest level of education you have completed?

1. Less than high school graduate
2. High school graduate
3. Some college
4. Trade/technical/vocational training
5. College graduate
6. Post-graduate work/Degree

QD9. Gender (By Observation)

1. Male
2. Female

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Closing

---

The USDA Natural Resources Conservation Service (NRCS) would like to thank you for your time and participation today. Your feedback is greatly appreciated.



## **APPENDIX B: RESULTS TABLES**

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## Aggregate Scores and Impacts

|   | Score       | Impact     |
|---|-------------|------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>89</b>   | <b>0.1</b> |
| Ease of scheduling a visit  | 91          |            |
| Availability of staff   | 87          |            |
| Professionalism of staff  | 91          |            |
| <b>Field Visit</b>  | <b>88</b>   | <b>2.0</b> |
| Ease of scheduling site visit   | 90          |            |
| Knowledge of staff member making site visit                                     | 90          |            |
| Performed a thorough inventory of your needs and opportunities on your property | 88          |            |
| Followed up with you in a timely manner   | 88          |            |
| Provided practical solutions  | 86          |            |
| <b>Communication/Outreach</b>   | <b>82</b>   | <b>1.5</b> |
| Information provided was timely   | 84          |            |
| Information is easy to understand   | 79          |            |
| Information provided addresses my conservation needs                            | 83          |            |
| <b>Application Process/Submission/Evaluation</b>                                | <b>80</b>   | <b>1.5</b> |
| Ease of submitting an application   | 81          |            |
| Program eligibility information is clear  | 79          |            |
| Quickness of the response received from NRCS                                    | 80          |            |
| <b>Customer Satisfaction</b>  | <b>80</b>   | <b>--</b>  |
| Overall satisfaction  | 86          |            |
| Compared to expectations  | 76          |            |
| Compared to ideal   | 76          |            |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>88</b>   | <b>3.1</b> |
| Likelihood to return to NRCS for assistance in the future                       | 88          |            |
| <b>Likelihood to Recommend NRCS</b>   | <b>90</b>   | <b>3.5</b> |
| Likelihood to recommend NRCS programs and services to others                    | 90          |            |
| <b>Confidence in NRCS</b>   | <b>84</b>   | <b>3.7</b> |
| Confidence in NRCS programs and services  | 84          |            |
| <b>Sample Size</b>  | <b>1237</b> |            |

## Aggregate Scores by Age Groups

|   | Under 45   | 45-54      | 55-64      | 65 and over |
|---|------------|------------|------------|-------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>87</b>  | <b>89</b>  | <b>90</b>  | <b>92</b>   |
| Ease of scheduling a visit  | 87         | 91         | 93         | 92          |
| Availability of staff   | 85         | 86         | 87         | 90          |
| Professionalism of staff  | 90         | 90         | 92         | 93          |
| <b>Field Visit</b>  | <b>86</b>  | <b>87</b>  | <b>90</b>  | <b>91</b>   |
| Ease of scheduling site visit   | 88         | 89         | 91         | 92          |
| Knowledge of staff member making site visit                                     | 87         | 89         | 90         | 93          |
| Performed a thorough inventory of your needs and opportunities on your property | 86         | 87         | 90         | 92          |
| Followed up with you in a timely manner   | 84         | 86         | 90         | 92          |
| Provided practical solutions  | 84         | 84         | 87         | 89          |
| <b>Communication/Outreach</b>   | <b>79</b>  | <b>82</b>  | <b>83</b>  | <b>85</b>   |
| Information provided was timely   | 81         | 83         | 85         | 88          |
| Information is easy to understand   | 75         | 78         | 79         | 83          |
| Information provided addresses my conservation needs                            | 81         | 83         | 84         | 85          |
| <b>Application Process/Submission/Evaluation</b>                                | <b>76</b>  | <b>79</b>  | <b>81</b>  | <b>83</b>   |
| Ease of submitting an application   | 79         | 81         | 81         | 82          |
| Program eligibility information is clear  | 76         | 77         | 80         | 84          |
| Quickness of the response received from NRCS                                    | 75         | 79         | 82         | 83          |
| <b>Customer Satisfaction</b>  | <b>76</b>  | <b>78</b>  | <b>81</b>  | <b>83</b>   |
| Overall satisfaction  | 83         | 84         | 87         | 90          |
| Compared to expectations  | 73         | 75         | 77         | 79          |
| Compared to ideal   | 72         | 74         | 77         | 79          |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>87</b>  | <b>88</b>  | <b>89</b>  | <b>87</b>   |
| Likelihood to return to NRCS for assistance in the future                       | 87         | 88         | 89         | 87          |
| <b>Likelihood to Recommend NRCS</b>   | <b>88</b>  | <b>88</b>  | <b>92</b>  | <b>92</b>   |
| Likelihood to recommend NRCS programs and services to others                    | 88         | 88         | 92         | 92          |
| <b>Confidence in NRCS</b>   | <b>82</b>  | <b>83</b>  | <b>85</b>  | <b>87</b>   |
| Confidence in NRCS programs and services  | 82         | 83         | 85         | 87          |
| <b>Sample Size</b>  | <b>277</b> | <b>330</b> | <b>362</b> | <b>254</b>  |

## Aggregate Scores by Full-time or Part-time Status

|   | Full-time  | Part-time  | Significant Difference |
|---|------------|------------|------------------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>89</b>  | <b>90</b>  |                        |
| Ease of scheduling a visit  | 91         | 91         |                        |
| Availability of staff   | 86         | 87         |                        |
| Professionalism of staff  | 91         | 92         |                        |
| <b>Field Visit</b>  | <b>88</b>  | <b>89</b>  |                        |
| Ease of scheduling site visit   | 90         | 90         |                        |
| Knowledge of staff member making site visit                                     | 89         | 91         | ✓                      |
| Performed a thorough inventory of your needs and opportunities on your property | 88         | 89         |                        |
| Followed up with you in a timely manner   | 88         | 89         |                        |
| Provided practical solutions  | 85         | 87         | ✓                      |
| <b>Communication/Outreach</b>   | <b>81</b>  | <b>83</b>  | ✓                      |
| Information provided was timely   | 84         | 84         |                        |
| Information is easy to understand   | 78         | 80         | ✓                      |
| Information provided addresses my conservation needs                            | 82         | 85         | ✓                      |
| <b>Application Process/Submission/Evaluation</b>                                | <b>79</b>  | <b>80</b>  |                        |
| Ease of submitting an application   | 80         | 81         |                        |
| Program eligibility information is clear  | 78         | 80         |                        |
| Quickness of the response received from NRCS                                    | 78         | 81         | ✓                      |
| <b>Customer Satisfaction</b>  | <b>78</b>  | <b>82</b>  | ✓                      |
| Overall satisfaction  | 85         | 87         | ✓                      |
| Compared to expectations  | 74         | 78         | ✓                      |
| Compared to ideal   | 74         | 78         | ✓                      |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>88</b>  | <b>88</b>  |                        |
| Likelihood to return to NRCS for assistance in the future                       | 88         | 88         |                        |
| <b>Likelihood to Recommend NRCS</b>   | <b>89</b>  | <b>91</b>  | ✓                      |
| Likelihood to recommend NRCS programs and services to others                    | 89         | 91         | ✓                      |
| <b>Confidence in NRCS</b>   | <b>83</b>  | <b>86</b>  | ✓                      |
| Confidence in NRCS programs and services  | 83         | 86         | ✓                      |
| <b>Sample Size</b>  | <b>654</b> | <b>544</b> |                        |

## Aggregate Scores by Business Entity or Family Farm Status

|   | Individual/<br>Family Farm | Member of<br>Business Entity | Both      |
|---|----------------------------|------------------------------|-----------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>90</b>                  | <b>86</b>                    | <b>91</b> |
| Ease of scheduling a visit  | 91                         | 87                           | 92        |
| Availability of staff   | 87                         | 82                           | 89        |
| Professionalism of staff  | 92                         | 88                           | 93        |
| <b>Field Visit</b>  | <b>89</b>                  | <b>83</b>                    | <b>89</b> |
| Ease of scheduling site visit   | 90                         | 84                           | 92        |
| Knowledge of staff member making site visit                                     | 90                         | 85                           | 91        |
| Performed a thorough inventory of your needs and opportunities on your property | 89                         | 82                           | 89        |
| Followed up with you in a timely manner   | 89                         | 82                           | 90        |
| Provided practical solutions  | 87                         | 80                           | 83        |
| <b>Communication/Outreach</b>   | <b>83</b>                  | <b>76</b>                    | <b>82</b> |
| Information provided was timely   | 85                         | 78                           | 84        |
| Information is easy to understand   | 80                         | 72                           | 79        |
| Information provided addresses my conservation needs                            | 84                         | 76                           | 82        |
| <b>Application Process/Submission/Evaluation</b>                                | <b>81</b>                  | <b>70</b>                    | <b>78</b> |
| Ease of submitting an application   | 82                         | 72                           | 78        |
| Program eligibility information is clear  | 80                         | 70                           | 75        |
| Quickness of the response received from NRCS                                    | 81                         | 69                           | 80        |
| <b>Customer Satisfaction</b>  | <b>80</b>                  | <b>75</b>                    | <b>78</b> |
| Overall satisfaction  | 86                         | 81                           | 85        |
| Compared to expectations  | 76                         | 72                           | 73        |
| Compared to ideal   | 76                         | 70                           | 74        |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>88</b>                  | <b>86</b>                    | <b>87</b> |
| Likelihood to return to NRCS for assistance in the future                       | 88                         | 86                           | 87        |
| <b>Likelihood to Recommend NRCS</b>   | <b>90</b>                  | <b>87</b>                    | <b>89</b> |
| Likelihood to recommend NRCS programs and services to others                    | 90                         | 87                           | 89        |
| <b>Confidence in NRCS</b>   | <b>85</b>                  | <b>81</b>                    | <b>78</b> |
| Confidence in NRCS programs and services  | 85                         | 81                           | 78        |
| <b>Sample Size</b>  | <b>1064</b>                | <b>97</b>                    | <b>60</b> |

## Aggregate Scores by Income

|   | Less than \$10,000 | Between \$10,000 and \$24,999 | Between \$25,000 and \$49,999 | Between \$50,000 and \$74,999 | Between \$75,000 and \$99,999 | Between \$100,000 and \$249,999 | \$250,000 or more |
|---|--------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>89</b>          | <b>91</b>                     | <b>89</b>                     | <b>90</b>                     | <b>90</b>                     | <b>88</b>                       | <b>88</b>         |
| Ease of scheduling a visit  | 91                 | 92                            | 90                            | 90                            | 92                            | 93                              | 89                |
| Availability of staff   | 87                 | 89                            | 86                            | 87                            | 88                            | 86                              | 85                |
| Professionalism of staff  | 92                 | 93                            | 91                            | 91                            | 92                            | 90                              | 91                |
| <b>Field Visit</b>  | <b>86</b>          | <b>89</b>                     | <b>88</b>                     | <b>88</b>                     | <b>90</b>                     | <b>87</b>                       | <b>86</b>         |
| Ease of scheduling site visit   | 89                 | 91                            | 89                            | 89                            | 90                            | 90                              | 87                |
| Knowledge of staff member making site visit                                     | 88                 | 90                            | 90                            | 90                            | 92                            | 89                              | 88                |
| Performed a thorough inventory of your needs and opportunities on your property | 86                 | 89                            | 88                            | 88                            | 92                            | 87                              | 86                |
| Followed up with you in a timely manner   | 84                 | 88                            | 89                            | 88                            | 90                            | 88                              | 88                |
| Provided practical solutions  | 82                 | 87                            | 87                            | 85                            | 88                            | 85                              | 83                |
| <b>Communication/Outreach</b>   | <b>79</b>          | <b>85</b>                     | <b>84</b>                     | <b>82</b>                     | <b>81</b>                     | <b>81</b>                       | <b>82</b>         |
| Information provided was timely   | 82                 | 85                            | 85                            | 84                            | 84                            | 82                              | 84                |
| Information is easy to understand   | 75                 | 84                            | 80                            | 79                            | 76                            | 78                              | 79                |
| Information provided addresses my conservation needs                            | 80                 | 86                            | 85                            | 83                            | 84                            | 81                              | 81                |
| <b>Application Process/Submission/Evaluation</b>                                | <b>78</b>          | <b>83</b>                     | <b>81</b>                     | <b>80</b>                     | <b>80</b>                     | <b>78</b>                       | <b>75</b>         |
| Ease of submitting an application   | 82                 | 86                            | 80                            | 81                            | 81                            | 79                              | 73                |
| Program eligibility information is clear  | 75                 | 82                            | 81                            | 79                            | 79                            | 77                              | 77                |
| Quickness of the response received from NRCS                                    | 79                 | 82                            | 81                            | 80                            | 79                            | 78                              | 74                |
| <b>Customer Satisfaction</b>  | <b>76</b>          | <b>83</b>                     | <b>81</b>                     | <b>79</b>                     | <b>80</b>                     | <b>79</b>                       | <b>77</b>         |
| Overall satisfaction  | 82                 | 87                            | 88                            | 85                            | 87                            | 84                              | 84                |
| Compared to expectations  | 72                 | 79                            | 77                            | 76                            | 75                            | 76                              | 71                |
| Compared to ideal   | 73                 | 80                            | 77                            | 74                            | 77                            | 74                              | 72                |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>87</b>          | <b>90</b>                     | <b>91</b>                     | <b>87</b>                     | <b>86</b>                     | <b>87</b>                       | <b>87</b>         |
| Likelihood to return to NRCS for assistance in the future                       | 87                 | 90                            | 91                            | 87                            | 86                            | 87                              | 87                |
| <b>Likelihood to Recommend NRCS</b>   | <b>89</b>          | <b>92</b>                     | <b>92</b>                     | <b>90</b>                     | <b>89</b>                     | <b>89</b>                       | <b>88</b>         |
| Likelihood to recommend NRCS programs and services to others                    | 89                 | 92                            | 92                            | 90                            | 89                            | 89                              | 88                |
| <b>Confidence in NRCS</b>   | <b>82</b>          | <b>86</b>                     | <b>87</b>                     | <b>83</b>                     | <b>85</b>                     | <b>82</b>                       | <b>82</b>         |
| Confidence in NRCS programs and services  | 82                 | 86                            | 87                            | 83                            | 85                            | 82                              | 82                |
| <b>Sample Size</b>  | <b>117</b>         | <b>112</b>                    | <b>223</b>                    | <b>196</b>                    | <b>130</b>                    | <b>200</b>                      | <b>87</b>         |

## Aggregate Scores by Gross Sales

|   | Less than<br>\$10,000 | Between<br>\$10,000<br>and<br>\$24,999 | Between<br>\$25,000<br>and<br>\$99,999 | Between<br>\$100,000<br>and<br>\$249,999 | \$250,000<br>or more |
|---|-----------------------|--|--|--|----------------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>90</b>             | <b>87</b>                              | <b>91</b>                              | <b>91</b>                                | <b>86</b>            |
| Ease of scheduling a visit  | 90                    | 88                                     | 94                                     | 93                                       | 87                   |
| Availability of staff   | 87                    | 85                                     | 88                                     | 88                                       | 83                   |
| Professionalism of staff  | 93                    | 89                                     | 92                                     | 91                                       | 89                   |
| <b>Field Visit</b>  | <b>88</b>             | <b>86</b>                              | <b>90</b>                              | <b>87</b>                                | <b>85</b>            |
| Ease of scheduling site visit   | 89                    | 88                                     | 92                                     | 90                                       | 86                   |
| Knowledge of staff member making site visit                                     | 90                    | 88                                     | 91                                     | 88                                       | 86                   |
| Performed a thorough inventory of your needs and opportunities on your property | 88                    | 87                                     | 90                                     | 87                                       | 84                   |
| Followed up with you in a timely manner   | 87                    | 86                                     | 91                                     | 87                                       | 85                   |
| Provided practical solutions  | 87                    | 84                                     | 88                                     | 83                                       | 81                   |
| <b>Communication/Outreach</b>   | <b>83</b>             | <b>82</b>                              | <b>84</b>                              | <b>81</b>                                | <b>77</b>            |
| Information provided was timely   | 84                    | 83                                     | 86                                     | 84                                       | 79                   |
| Information is easy to understand   | 80                    | 78                                     | 80                                     | 77                                       | 73                   |
| Information provided addresses my conservation needs                            | 85                    | 83                                     | 85                                     | 81                                       | 78                   |
| <b>Application Process/Submission/Evaluation</b>                                | <b>81</b>             | <b>80</b>                              | <b>80</b>                              | <b>77</b>                                | <b>72</b>            |
| Ease of submitting an application   | 82                    | 81                                     | 80                                     | 79                                       | 73                   |
| Program eligibility information is clear  | 80                    | 78                                     | 79                                     | 76                                       | 72                   |
| Quickness of the response received from NRCS                                    | 81                    | 80                                     | 81                                     | 77                                       | 71                   |
| <b>Customer Satisfaction</b>  | <b>81</b>             | <b>80</b>                              | <b>81</b>                              | <b>78</b>                                | <b>75</b>            |
| Overall satisfaction  | 86                    | 85                                     | 87                                     | 86                                       | 81                   |
| Compared to expectations  | 77                    | 77                                     | 77                                     | 75                                       | 70                   |
| Compared to ideal   | 77                    | 77                                     | 76                                     | 72                                       | 70                   |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>86</b>             | <b>89</b>                              | <b>90</b>                              | <b>90</b>                                | <b>85</b>            |
| Likelihood to return to NRCS for assistance in the future                       | 86                    | 89                                     | 90                                     | 90                                       | 85                   |
| <b>Likelihood to Recommend NRCS</b>   | <b>90</b>             | <b>91</b>                              | <b>92</b>                              | <b>88</b>                                | <b>87</b>            |
| Likelihood to recommend NRCS programs and services to others                    | 90                    | 91                                     | 92                                     | 88                                       | 87                   |
| <b>Confidence in NRCS</b>   | <b>86</b>             | <b>85</b>                              | <b>86</b>                              | <b>78</b>                                | <b>80</b>            |
| Confidence in NRCS programs and services  | 86                    | 85                                     | 86                                     | 78                                       | 80                   |
| <b>Sample Size</b>  | <b>382</b>            | <b>181</b>                             | <b>245</b>                             | <b>129</b>                               | <b>135</b>           |



## Aggregate Scores by Education

|   | Less than<br>high school<br>graduate | High school<br>graduate | Some college | Trade/<br>technical/<br>vocational<br>training | College<br>graduate | Post-graduate<br>work/Degree |
|---|--------------------------------------|-------------------------|--------------|--|---------------------|------------------------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>89</b>                            | <b>91</b>               | <b>90</b>    | <b>88</b>                                      | <b>89</b>           | <b>89</b>                    |
| Ease of scheduling a visit  | 88                                   | 92                      | 91           | 90   | 90                  | 93                           |
| Availability of staff   | 87                                   | 90                      | 88           | 85   | 86                  | 86                           |
| Professionalism of staff  | 92                                   | 92                      | 93           | 89   | 90                  | 91                           |
| <b>Field Visit</b>  | <b>87</b>                            | <b>91</b>               | <b>90</b>    | <b>86</b>                                      | <b>87</b>           | <b>88</b>                    |
| Ease of scheduling site visit   | 88                                   | 93                      | 90           | 88   | 88                  | 89                           |
| Knowledge of staff member making site visit                                     | 89                                   | 91                      | 91           | 88   | 89                  | 89                           |
| Performed a thorough inventory of your needs and opportunities on your property | 81                                   | 90                      | 91           | 86   | 87                  | 88                           |
| Followed up with you in a timely manner   | 87                                   | 91                      | 90           | 86   | 87                  | 88                           |
| Provided practical solutions  | 88                                   | 89                      | 89           | 81   | 84                  | 85                           |
| <b>Communication/Outreach</b>   | <b>81</b>                            | <b>85</b>               | <b>83</b>    | <b>83</b>                                      | <b>81</b>           | <b>81</b>                    |
| Information provided was timely   | 84                                   | 86                      | 86           | 84   | 83                  | 82                           |
| Information is easy to understand   | 82                                   | 83                      | 79           | 79   | 76                  | 78                           |
| Information provided addresses my conservation needs                            | 80                                   | 84                      | 85           | 84   | 83                  | 83                           |
| <b>Application Process/Submission/Evaluation</b>                                | <b>80</b>                            | <b>84</b>               | <b>83</b>    | <b>80</b>                                      | <b>77</b>           | <b>77</b>                    |
| Ease of submitting an application   | 87                                   | 86                      | 83           | 83   | 78                  | 77                           |
| Program eligibility information is clear  | 83                                   | 84                      | 82           | 78   | 76                  | 75                           |
| Quickness of the response received from NRCS                                    | 75                                   | 84                      | 84           | 81   | 76                  | 78                           |
| <b>Customer Satisfaction</b>  | <b>80</b>                            | <b>83</b>               | <b>82</b>    | <b>79</b>                                      | <b>78</b>           | <b>78</b>                    |
| Overall satisfaction  | 85                                   | 89                      | 88           | 82   | 84                  | 85                           |
| Compared to expectations  | 77                                   | 80                      | 78           | 77   | 73                  | 74                           |
| Compared to ideal   | 76                                   | 80                      | 79           | 77   | 73                  | 72                           |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>75</b>                            | <b>89</b>               | <b>89</b>    | <b>88</b>                                      | <b>88</b>           | <b>88</b>                    |
| Likelihood to return to NRCS for assistance in the future                       | 75                                   | 89                      | 89           | 88   | 88                  | 88                           |
| <b>Likelihood to Recommend NRCS</b>   | <b>82</b>                            | <b>92</b>               | <b>92</b>    | <b>89</b>                                      | <b>89</b>           | <b>90</b>                    |
| Likelihood to recommend NRCS programs and services to others                    | 82                                   | 92                      | 92           | 89   | 89                  | 90                           |
| <b>Confidence in NRCS</b>   | <b>82</b>                            | <b>88</b>               | <b>85</b>    | <b>83</b>                                      | <b>82</b>           | <b>84</b>                    |
| Confidence in NRCS programs and services  | 82                                   | 88                      | 85           | 83   | 82                  | 84                           |
| <b>Sample Size</b>  | <b>28</b>                            | <b>229</b>              | <b>254</b>   | <b>69</b>                                      | <b>412</b>          | <b>245</b>                   |

## Scores by Segment

|   | Part-Time<br>Farmers | Socially<br>Disadvantaged &<br>Limited Resource<br>Farmers | Specialty Crop<br>Farmers | Beginning<br>Farmers | Historically<br>Underserved<br>Farmers |
|---|----------------------|--|---------------------------|----------------------|--|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>91</b>            | <b>90</b>  | <b>89</b>                 | <b>88</b>            | <b>88</b>                              |
| Ease of scheduling a visit  | 93                   | 91   | 89                        | 90                   | 92                                     |
| Availability of staff   | 89                   | 88   | 86                        | 85                   | 86                                     |
| Professionalism of staff  | 93                   | 92   | 91                        | 90                   | 90                                     |
| <b>Field Visit</b>  | <b>90</b>            | <b>89</b>  | <b>87</b>                 | <b>87</b>            | <b>89</b>                              |
| Ease of scheduling site visit   | 91                   | 91   | 89                        | 88                   | 90                                     |
| Knowledge of staff member making site visit                                     | 91                   | 91   | 89                        | 88                   | 90                                     |
| Performed a thorough inventory of your needs and opportunities on your property | 91                   | 88   | 87                        | 86                   | 90                                     |
| Followed up with you in a timely manner   | 90                   | 89   | 87                        | 86                   | 90                                     |
| Provided practical solutions  | 88                   | 86   | 84                        | 85                   | 87                                     |
| <b>Communication/Outreach</b>   | <b>84</b>            | <b>82</b>  | <b>80</b>                 | <b>82</b>            | <b>83</b>                              |
| Information provided was timely   | 86                   | 85   | 81                        | 84                   | 84                                     |
| Information is easy to understand   | 80                   | 79   | 77                        | 78                   | 80                                     |
| Information provided addresses my conservation needs                            | 86                   | 82   | 81                        | 84                   | 85                                     |
| <b>Application Process/Submission/Evaluation</b>                                | <b>81</b>            | <b>83</b>  | <b>77</b>                 | <b>78</b>            | <b>79</b>                              |
| Ease of submitting an application   | 82                   | 85   | 77                        | 79                   | 80                                     |
| Program eligibility information is clear  | 80                   | 83   | 76                        | 77                   | 77                                     |
| Quickness of the response received from NRCS                                    | 82                   | 80   | 79                        | 78                   | 80                                     |
| <b>Customer Satisfaction</b>  | <b>83</b>            | <b>80</b>  | <b>78</b>                 | <b>79</b>            | <b>79</b>                              |
| Overall satisfaction  | 89                   | 86   | 84                        | 84                   | 85                                     |
| Compared to expectations  | 79                   | 76   | 75                        | 74                   | 75                                     |
| Compared to ideal   | 78                   | 76   | 73                        | 76                   | 76                                     |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>91</b>            | <b>87</b>  | <b>85</b>                 | <b>88</b>            | <b>88</b>                              |
| Likelihood to return to NRCS for assistance in the future                       | 91                   | 87   | 85                        | 88                   | 88                                     |
| <b>Likelihood to Recommend NRCS</b>   | <b>94</b>            | <b>90</b>  | <b>87</b>                 | <b>91</b>            | <b>88</b>                              |
| Likelihood to recommend NRCS programs and services to others                    | 94                   | 90   | 87                        | 91                   | 88                                     |
| <b>Confidence in NRCS</b>   | <b>86</b>            | <b>85</b>  | <b>82</b>                 | <b>84</b>            | <b>84</b>                              |
| Confidence in NRCS programs and services  | 86                   | 85   | 82                        | 84                   | 84                                     |
| <b>Sample Size</b>  | <b>250</b>           | <b>251</b>   | <b>236</b>                | <b>250</b>           | <b>250</b>                             |

## Part Time Farmers – Scores and Impacts

|   | Score      | Impact     |
|---|------------|------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>91</b>  | <b>0.3</b> |
| Ease of scheduling a visit  | 93         |            |
| Availability of staff   | 89         |            |
| Professionalism of staff  | 93         |            |
| <b>Field Visit</b>  | <b>90</b>  | <b>2.9</b> |
| Ease of scheduling site visit   | 91         |            |
| Knowledge of staff member making site visit                                     | 91         |            |
| Performed a thorough inventory of your needs and opportunities on your property | 91         |            |
| Followed up with you in a timely manner   | 90         |            |
| Provided practical solutions  | 88         |            |
| <b>Communication/Outreach</b>   | <b>84</b>  | <b>1.5</b> |
| Information provided was timely   | 86         |            |
| Information is easy to understand   | 80         |            |
| Information provided addresses my conservation needs                            | 86         |            |
| <b>Application Process/Submission/Evaluation</b>                                | <b>81</b>  | <b>0.6</b> |
| Ease of submitting an application   | 82         |            |
| Program eligibility information is clear  | 80         |            |
| Quickness of the response received from NRCS                                    | 82         |            |
| <b>Customer Satisfaction</b>  | <b>83</b>  | <b>--</b>  |
| Overall satisfaction  | 89         |            |
| Compared to expectations  | 79         |            |
| Compared to ideal   | 78         |            |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>91</b>  | <b>2.7</b> |
| Likelihood to return to NRCS for assistance in the future                       | 91         |            |
| <b>Likelihood to Recommend NRCS</b>   | <b>94</b>  | <b>2.5</b> |
| Likelihood to recommend NRCS programs and services to others                    | 94         |            |
| <b>Confidence in NRCS</b>   | <b>86</b>  | <b>3.5</b> |
| Confidence in NRCS programs and services  | 86         |            |
| <b>Sample Size</b>  | <b>250</b> |            |

## Socially Disadvantaged and Limited Resource Farmers – Scores and Impacts

|   | Score      | Impact     |
|---|------------|------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>90</b>  | <b>0.9</b> |
| Ease of scheduling a visit  | 91         |            |
| Availability of staff   | 88         |            |
| Professionalism of staff  | 92         |            |
| <b>Field Visit</b>  | <b>89</b>  | <b>2.1</b> |
| Ease of scheduling site visit   | 91         |            |
| Knowledge of staff member making site visit                                     | 91         |            |
| Performed a thorough inventory of your needs and opportunities on your property | 88         |            |
| Followed up with you in a timely manner   | 89         |            |
| Provided practical solutions  | 86         |            |
| <b>Communication/Outreach</b>   | <b>82</b>  | <b>1.2</b> |
| Information provided was timely   | 85         |            |
| Information is easy to understand   | 79         |            |
| Information provided addresses my conservation needs                            | 82         |            |
| <b>Application Process/Submission/Evaluation</b>                                | <b>83</b>  | <b>1.6</b> |
| Ease of submitting an application   | 85         |            |
| Program eligibility information is clear  | 83         |            |
| Quickness of the response received from NRCS                                    | 80         |            |
| <b>Customer Satisfaction</b>  | <b>80</b>  | <b>--</b>  |
| Overall satisfaction  | 86         |            |
| Compared to expectations  | 76         |            |
| Compared to ideal   | 76         |            |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>87</b>  | <b>2.9</b> |
| Likelihood to return to NRCS for assistance in the future                       | 87         |            |
| <b>Likelihood to Recommend NRCS</b>   | <b>90</b>  | <b>3.4</b> |
| Likelihood to recommend NRCS programs and services to others                    | 90         |            |
| <b>Confidence in NRCS</b>   | <b>85</b>  | <b>3.7</b> |
| Confidence in NRCS programs and services  | 85         |            |
| <b>Sample Size</b>  | <b>251</b> |            |

## Specialty Crop Farmers – Scores and Impacts

|   | Score      | Impact     |
|---|------------|------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>89</b>  | <b>0.0</b> |
| Ease of scheduling a visit  | 89         |            |
| Availability of staff   | 86         |            |
| Professionalism of staff  | 91         |            |
| <b>Field Visit</b>  | <b>87</b>  | <b>1.9</b> |
| Ease of scheduling site visit   | 89         |            |
| Knowledge of staff member making site visit                                     | 89         |            |
| Performed a thorough inventory of your needs and opportunities on your property | 87         |            |
| Followed up with you in a timely manner   | 87         |            |
| Provided practical solutions  | 84         |            |
| <b>Communication/Outreach</b>   | <b>80</b>  | <b>1.8</b> |
| Information provided was timely   | 81         |            |
| Information is easy to understand   | 77         |            |
| Information provided addresses my conservation needs                            | 81         |            |
| <b>Application Process/Submission/Evaluation</b>                                | <b>77</b>  | <b>1.4</b> |
| Ease of submitting an application   | 77         |            |
| Program eligibility information is clear  | 76         |            |
| Quickness of the response received from NRCS                                    | 79         |            |
| <b>Customer Satisfaction</b>  | <b>78</b>  | <b>--</b>  |
| Overall satisfaction  | 84         |            |
| Compared to expectations  | 75         |            |
| Compared to ideal   | 73         |            |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>85</b>  | <b>3.6</b> |
| Likelihood to return to NRCS for assistance in the future                       | 85         |            |
| <b>Likelihood to Recommend NRCS</b>   | <b>87</b>  | <b>3.9</b> |
| Likelihood to recommend NRCS programs and services to others                    | 87         |            |
| <b>Confidence in NRCS</b>   | <b>82</b>  | <b>3.7</b> |
| Confidence in NRCS programs and services  | 82         |            |
| <b>Sample Size</b>  | <b>236</b> |            |

## Beginning Farmers – Scores and Impacts

|   | Score      | Impact     |
|---|------------|------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>88</b>  | <b>0.0</b> |
| Ease of scheduling a visit  | 90         |            |
| Availability of staff   | 85         |            |
| Professionalism of staff  | 90         |            |
| <b>Field Visit</b>  | <b>87</b>  | <b>1.4</b> |
| Ease of scheduling site visit   | 88         |            |
| Knowledge of staff member making site visit                                     | 88         |            |
| Performed a thorough inventory of your needs and opportunities on your property | 86         |            |
| Followed up with you in a timely manner   | 86         |            |
| Provided practical solutions  | 85         |            |
| <b>Communication/Outreach</b>   | <b>82</b>  | <b>1.6</b> |
| Information provided was timely   | 84         |            |
| Information is easy to understand   | 78         |            |
| Information provided addresses my conservation needs                            | 84         |            |
| <b>Application Process/Submission/Evaluation</b>                                | <b>78</b>  | <b>1.7</b> |
| Ease of submitting an application   | 79         |            |
| Program eligibility information is clear  | 77         |            |
| Quickness of the response received from NRCS                                    | 78         |            |
| <b>Customer Satisfaction</b>  | <b>79</b>  | <b>--</b>  |
| Overall satisfaction  | 84         |            |
| Compared to expectations  | 74         |            |
| Compared to ideal   | 76         |            |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>88</b>  | <b>3.3</b> |
| Likelihood to return to NRCS for assistance in the future                       | 88         |            |
| <b>Likelihood to Recommend NRCS</b>   | <b>91</b>  | <b>3.5</b> |
| Likelihood to recommend NRCS programs and services to others                    | 91         |            |
| <b>Confidence in NRCS</b>   | <b>84</b>  | <b>3.6</b> |
| Confidence in NRCS programs and services  | 84         |            |
| <b>Sample Size</b>  | <b>250</b> |            |

## Historically Underserved Farmers – Scores and Impacts

|   | Score      | Impact     |
|---|------------|------------|
| <b>Field Office/Customer Service/Technical Assistance</b>                       | <b>88</b>  | <b>0.0</b> |
| Ease of scheduling a visit  | 92         |            |
| Availability of staff   | 86         |            |
| Professionalism of staff  | 90         |            |
| <b>Field Visit</b>  | <b>89</b>  | <b>1.8</b> |
| Ease of scheduling site visit   | 90         |            |
| Knowledge of staff member making site visit                                     | 90         |            |
| Performed a thorough inventory of your needs and opportunities on your property | 90         |            |
| Followed up with you in a timely manner   | 90         |            |
| Provided practical solutions  | 87         |            |
| <b>Communication/Outreach</b>   | <b>83</b>  | <b>1.4</b> |
| Information provided was timely   | 84         |            |
| Information is easy to understand   | 80         |            |
| Information provided addresses my conservation needs                            | 85         |            |
| <b>Application Process/Submission/Evaluation</b>                                | <b>79</b>  | <b>2.0</b> |
| Ease of submitting an application   | 80         |            |
| Program eligibility information is clear  | 77         |            |
| Quickness of the response received from NRCS                                    | 80         |            |
| <b>Customer Satisfaction</b>  | <b>79</b>  | <b>--</b>  |
| Overall satisfaction  | 85         |            |
| Compared to expectations  | 75         |            |
| Compared to ideal   | 76         |            |
| <b>Likelihood to Return to NRCS in Future</b>                                   | <b>88</b>  | <b>3.0</b> |
| Likelihood to return to NRCS for assistance in the future                       | 88         |            |
| <b>Likelihood to Recommend NRCS</b>   | <b>88</b>  | <b>3.7</b> |
| Likelihood to recommend NRCS programs and services to others                    | 88         |            |
| <b>Confidence in NRCS</b>   | <b>84</b>  | <b>3.7</b> |
| Confidence in NRCS programs and services  | 84         |            |
| <b>Sample Size</b>  | <b>250</b> |            |